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THE IMPROVING OF THE MOTIVATIONAL SYSTEM IN THE METAL  
TRADE COMPANY, EKATERINBURG, RUSSIAN FEDERATION

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## **ABSTRACT**

For final qualifying work: "THE IMPROVING OF THE MOTIVATIONAL SYSTEM IN THE METAL TRADE COMPANY, EKATERINBURG, RUSSIAN FEDERATION ".

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**Key terms:** Organization, Motivation, Incentive, Self-Motivation, Extrinsic and Intrinsic, Study Case, Personnel Motivation.

Final qualifying work consists of introduction, three parts, conclusion, bibliographical list, applications.

In the theoretical part presents the basic concepts, objectives of assessment, its types and forms, stages, criteria and methods.

In the practical part describes the General characteristics of the investigated enterprise and the activities of the personnel management, the analysis of the effectiveness of certification of the personnel in the organization.

Based on these results, we have developed proposals to improve certification.

In conclusion, the results in accordance with object

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Jose Luis Gonzalez Gonzalez

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## ABSTRACT

This research investigate the key components that an organization uses as a motivational foundation. The research was made in a Russian Metallurgic company dedicated to the sale of metal produced in the region of Yekaterinburg of Oblast. The investigation it is a study case which the employer required for the organization.

In this days, companies are being transformed everyday by globalization. This phenomenon demands change in how everything must be done. Technology, processes, routes, materials and the human capital are expose to this demand. Talking about the human capital, nowadays, there are different aspects which can modify the behavior of the employees.

Russian enterprises are opening to the world due to the changes in its demographic and economic history. This changes are moving the organizations to choose and carefully move from the paternalistic model to a capitalist one. But talking beyond the economic point of view, the researched show that there are more intrinsic ways of how to motivate the individual.

In the discussion of results, it was concluded that the employer was making correct decisions in how to motivate the employee. This results were reflected in what the employees pointed out in the assessments made during the investigation. It was realized that almost all the individuals were growing with the company and it was clear what the objective of everyone was.

There were certain recommendations in what the director should made. This recommendations are made in different ways in how to motivate the staff thanks to the results of the tests that were made to the employees. The aim it is to create a correct synergy between the motivation and the commitment towards the organization, due to the factor that the company it is stablsh in a highly competitive area of companies that do the same labor.

## INTRODUCTION

Organizations as a competitive entity nowadays have to combat many variants in which the future of the same may be at risk. Today's highly structure system of strategies in how to survive this variants have searched in how to solve one problem, loyalty of employees. Many of the leading specialists of the practice of considering the problem of loyalty as extremely relevant to the relations worker-employer, to improve the efficiency of labor, for the quality of the domestic business [1, pp. 237-246]

Organizational commitment appeared during time due to the necessity to predict and stop the staff turnover in the companies. Also how the people that it is manage, plays a fundamental key in the success or failure of the turnover. "Organizations do not look to capital investment, but to employees, as the fundamental source of improvement. An organization is effective to the degree to which it achieves its goals. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence". [2, pp. 43-65]

Cooperation comes as a synergy that the enterprises have to use in order to acquire the best results from their staff. As another key component of this study motivation comes as a support of it. Various studies have been made during time to search how the motivation factors influence the productivity of employees. The organizations productivity it is shown or represented in the results but it can be lost in the way as employees can change jobs or quit. Giving more problems and costs to the companies in terms of hiring and retraining new staff.

Enterprises face the problem in this era whether what type of motivation may be used in order to obtain the best result. They struggle in different ways motivation it is not a principal one. "As seen nowadays, the first goal of a company it is to obtain profit and maintain a level of survival and economical success. Individuals working in any organization like to be associated with recognition; that also provides them satisfaction and motivation in one way or another" [3]

As a result well motivated employees will return all that motivation in excellent production and development inside their organization. Creating a good synergy between the employer and employees. As Maslow said, the recognition of employees create that sparkle that it is needed to extract the best of an employee. If the motivation it is not the correct, enterprises may see the opposite of success.

According to the FleetBoston Financial Corp. The increase of 1% loyalty workers can give \$11 million in annual income and saves from \$15 to \$19 million in the recruitment and training of only one of the areas of work. [4, p. 541]

So by improving the loyalty it can create a cascade of positive things, loyalty can create retention, motivation and success for the enterprise.

According to literature, in recent times there is also an active transition from paternalistic model of interaction with employees to the partner in connection to become important, from the point of view of loyalty, mutual expectations of the employee and the Organization and their implementation. [5]

The relevance of the topic for the whole organization it is to find the key components that will help them to control and guide for their staff. This guidance will create a strong link between the work motivation and self-motivation. The link will give a perspective of what and how to do to the department of Human Resources, due to the changing and competitive era in which the company it is living and existing.

Organizations are proposing and taking procedures and actions in how they can manage this new workforce. As technology advances, the organizations demand more aptitudes and requirements when they hire new staff or train their employees. Technology and environments are changing how the employees think and act and this it is linked to how they choose where they want to work.

Empirically we know that cultural, social and regional factors may determine and influence a decision. But what happens when this decision is to look for a new employer?

Specifically the human resources department has to pay attention to how the staffs develops and grows inside the company. By taking care of different aspects



of them, they can create better earnings and profits for the organization creating a better environment and place to work.

Studies have been made inside different organizations to create the find the components of motivation. Since the productivity nowadays it is measure by what profit the organization can produce, the staff motivation plays an important role in there. The motivation it is important in order to get the best effort of the employees and that could be reflected in the organization as better productivity, low turnover and a better work environment.

The managers and the human resources department are starting to ask how the motivation can affect or improve their staff. Various studies have determine that the motivation divides in many aspects, some of this aspects can be the environment, job conditions or even psychological factors that can make direct impact to the employee.

In one study In 2013 PwC made a study in which they determine that regional companies in Russia are aiming to focus and pay more attention to the development of personnel, training and management tools. As Russia opens to the world, the employees are starting to change the way employers manage staff. This study changes the perspective of the old Russia to the new Russia. The findings of this study were the following:

#### PwC Survey

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In 2013, regional companies plan to increase or stabilize their staffing levels.

A majority of respondents (49%) say that staff turnover rates increased in 2012, amounting to 19.6% on average.

In 2012, average salary growth was slower in the regions than among Moscow-based companies. Salary increases planned for 2013 among regional companies will also be lower than the City of Moscow average.

According to the survey, the majority of companies are experiencing a deficit of sales specialists, as well as non-production and production staff.

In 2013, half of surveyed regional companies (51%) plan to increase their staff training budgets. The survey data show that the key training priorities will include management skills (32%) and professional skills (29%).

In 2013, regional companies plan to focus heavily on developing HR management systems.

Many respondents also noted a deficit of qualified personnel in their respective regions.

Figure 1 - PwC Survey Russia

### **The object of research**

The object of this research is the OOO Energostal organization, Ekaterinburg, Russian Federation.

### **The matter of research**

The matter of the research is the identification of the motivation system of the organization.

The research is the motivation of the personnel inside the organization as a key component to the productivity and stability of the Human Resources department in order to guarantee the success of the company.

### **The goal**

The general purpose of this research is to find, analyze and give recommendations in the motivational factors in a Russian metallurgic company in order to reinforce the motivation in the employees.

### **Aims of the research**

- To understand the motivation as an element of HR-management.
- To analyze the motivation as a phenomenon.
- To describe the motivation as a system: incentive and self-motivation.
- To Analyze the motivation system in the organization OOO Energostal, Ekaterinburg, Russian Federation
- To find the motivational factors that can create an improvement in the motivational stages of the company.

- To analyze the results and give proposals for the improvements that will reinforce the motivation.
- To describe the results in the organizational view and in an individual view.
- To characterize the main positive points of the motivational system already in use by the organization.
- To define a clear system of motivation for the organization.

### **Theoretical base of research**

In these days, companies are being transformed everyday by globalization. This phenomenon demands change in how everything must be done. Technology, processes, routes, materials and the human capital are exposing to this demand. Talking about the human capital, nowadays, there are different aspects which can modify the behavior of the employees.

The behavior impacts directly in the employee's productivity. How many aspects can affect this behavior? As many studies have shown there are different ones. One of them it is the motivation, that has an important role in the productivity. But how does motivation and commitment to the enterprise are linked and affect the productivity of the staff? Organizational commitment is one of the most investigated constructs in organizational research. Organizational commitment has become a highly researched job attitude in recent years including several meta-analyses. [6, p. 241] [7, p. 171] [8, p. 991]

The aim of this study it is to present the motivational aspects that affect the organization employees. This result will determine what model or strategies will be used to reinforce or apply for the first time in the organization a new vision. The vision of the future of the employees, by using the motivation to support the organizational commitment, it will give the result of the correct engagement of the staff.

According to authors, one reason that commitment is so well studied is that the impact of commitment is associated with work outcomes such as turnover, absenteeism, and performance, motivation, and job withdrawal behaviors. [9] As shown, the results of aiming the motivation towards the commitment can have

positive results. These results benefit the employee and the employer, bringing them personal and work success as productivity and low cost in the human resources department for the employer.

According to a study in Russia, retention is a major issue in Russia. [10] According to Rosstat, over 11 percent of Russian working population remains employed at their primary place of employment for less than a year. [11] Indicatively, when employees in various firms in Russia were asked about how likely are to try and find a job with another firm or organization within the next 12 months, over 25% of the respondents answered “likely” or “very likely” [12]

Russian enterprises are opening to the world due to the changes in its demographic and economic history. These changes are moving the organizations to choose and carefully move from the paternalistic model to a capitalist one.

According to literature, the enterprise had no regard for costs, for which it was not responsible, nor did it benefit from the services it provided. The strength and prosperity of the enterprise depended not on its efficiency but on its ability to negotiate a favorable plan with the Ministry [13]. This is why the organizations in this century are facing a big challenge every day to survive and maintain their staff.

### **Delimitation and limitations**

- The research will be a study of case in 16 of the employees in a Russian company applied during May to June of 2016.
- The limitations of this study will be language barrier, the number of staff given by the organization and the business culture.

### **Methods of research**

- *Interview and presentation with the Director and Managers of the organization.* The first method it is to obtain a clear panorama of what the object of the research will be made. To get to know in firsthand what the organization needs and how they define themselves. This will add a perspective and analysis by adding a general point of view.
- *Questionnaire for the Director.* With this empirical data collection method it is used to get an initial and exploratory research. This research will highlight the

motivational factors that the director uses for her staff in different levels. The questionnaire will give qualitative data for the research.

- *Instrument Surveys validated in Russia.* These instruments will give quantitative data that will show according to different factors how the employees are motivated and committed to the organization. These instruments will help to create an individual motivation plan in order to apply strategies to improve the motivational factor.

# **1 THEORETICAL BASE OF UNDERSTANDING THE MOTIVATION AS AN ELEMENT OF HR-MANAGEMENT**

In recent times the organizational commitment title has come more aware inside the human resources departments around the world. Due to the fact that according to some authors, engagement has a positive relationship with customer satisfaction, productivity, profit, employees' retention. [14] [15]

Organizations are taking actions in how they can manage this new workforce. As technology advances, the organizations demand more aptitudes and requirements when they hire new staff or train their employees. Technology and environments are changing how the employees think and act and this it is linked to how they choose where they want to work.

Motivation takes part in this subject as many studies have found that, as expected, the roles of extrinsic and intrinsic motivation were both considered important among the key employees in Russia. [16] Thanks to the Russian history it can be found that employees are loyal towards the organization. But the notion of "war for talent" rests on an idea that in a knowledge-based economy human talent is a renewable resource not easily copied or stolen by competitors. [17]

Organizational managers and leaders have recognized that motivation it is one aspect that the organizations have to use to develop and get the best productivity. This motivation appears in two forms the intrinsic and the extrinsic. As seen, all the organizations are unique in form, shape and resources that is why the motivation has to be unique. Most employers think that there is only economical motivation but in this study it will be show more ways to motivate the employees in correlation with the organization commitment.

## **1.1 Motivation as a phenomenon: the basic theories of motivation**

According to literature, motivation can be defined as the development of a desire within an employee to perform a task to his/her greatest ability based on that individual's own initiative. [18, pp. 1-4] As stated in the definition, motivation it is the level in which an employee will work with certain attitude towards or for a goal, task or objective.

Another definition says that, the term motivation refers to factors that activate direct, and sustain goal – directed behavior... Motives are the “behavior – the needs or want that drive behavior and explain what we do. We don't actually observe a motive; rather, we infer that one exist based on the behavior we observe”. [19]

Hellriegel, Soccum & Woodman said that, motivation represents the forces acting on or within a person that cause the person to behave in a specific, goal – directed manner. [20]

Other authors define motivation, as the will initiated and directed action choosing as an act of will and as an act of will, striving – creating impulses to act. [21]

As an instinct, Darwin determine that is as biological urges, impulses and appetites..., regarded instincts as irrational and impulsive motivational forces that oriented the person toward one particular goal... and humans beings with a generous number of physical and mental instincts. [22]

As an achievement, Atkinson & Elliot determine that it is based on the premise that performance motivation results from the way broad components of personality are direct towards performance. [23]

Regarding expectancy, motivation by the expected results of a behavior, such as an increase in salary or benefits for better job performance. [24]

The definition or concepts of motivation guide an organization or individuals to react in different ways. The reaction to certain experiences at life or work will dictate the type of concept or definition. Many authors agree that the

motivation it is basic in order to obtain a positive result in any sphere, in the work or life spheres.

As the authors wrote, because the work motives of employees affect their productivity; one of management's jobs is to channel employee motivation effectively toward achieving organizational goals. [20]

More specific, organizations are tying the word of motivation with productivity, due to the factor that motivation affects the job performance and the results it is shown in the productivity of the employee. Resulting in high costs for the employer, and a certain problems that will not dictate the success of the organization. In the other hand motivation can affect not only the individual but the whole organization.

According to Armstrong, he summarized different employee reward management theories. He states that Taylor's theory of motivation to work is related to rewards and penalties which are directly connected to performance. Maslow's concept of hierarchy of needs is less instrumental approach. It defines motivation as a result of peoples unsatisfied needs. Herzberg focused on a distinction between extrinsic and intrinsic motivators. [25, p. 123]

In the same book, the author wrote, those old theories are definitely important, however they are not perfect. Armstrong, however he presents different theories in which he reflects that there are different ways to analyze and approach to the motivation. [25, p. 109]

The theory of Vroom, the Vroom's expectancy theory explains that the motivation exists only when relationship between performance and outcome is clear and usable. The Goal theory highlights the importance of using the feedback and planning strategies as tools for the synergy between performance and the motivation.

The motivation theory of David McClelland, says that motives to work well reflect persistent characteristics or perceptions of reality that are acquired from one's culture. He identified in his three needs theory, also called achievement



motivation theory and learned needs theory, three categories (motives) of human needs, with particular attention to need for achievement. [26]

- Needs for achievement - the individuals have a need to take responsibility and show successful task results.
- Needs for power - a need to influence and control others and to shape events.
- Needs for affiliation - a need to maintain interpersonal relationships.

Another theory like the Equity theory says that individuals are more motivated when they are treated in equal conditions. As observed each theory and definition have their own strengths and weaknesses. Motivation it is a natural part of the human being in order to live, work motivation comes in to scene when the productivity of the organization wants to be improved.

## **1.2 Motivation as a process**

The motivation process it is a simpler way to see how the motivation works starts and ends in an individual. This process begins with a need, the individual feels that there is a need for something, it can be more to be recognizing, to have more responsibility, more challenges or a higher pay. During this process there will be a guide where the employee will decide what to do or what action to take to satisfy that necessity. As a result, the person can get a positive and negative results depending in the action he took. Then influence whether he will repeat the same action or will be demotivated by it.

According to Armstrong, there are three components of motivation: direction - that is, what a person is trying to do, effort - how hard a person is trying, and persistence - how long a person keeps on trying. [25]

### ***Need Identification:***

The first phase of motivation process is the need of identification, where the employee feels the necessity to cover an unsatisfied need. The motivation process begins with an unsatisfied need, which creates tension and drives an individual to

search for goals that if are attained or achieved, this will satisfy the need and reduce the tension or worries of the individual.

***Searching Ways to satisfy needs:***

The next step of the process it is how to find different ways that could be used to satisfy the needs of the individual. The process will give guidance in order to follow a particular course of action.

***Selecting Goals:***

Once if the need is assessed and the employee is able to find out the way to satisfy the need, the next phase is the selection of goals to be performed.

***Employee Performance:***

These needs will guide the employee in order to follow her or his decision to satisfy the needs and to deliver or act in a certain way reflected in its performance.

### **1.3 Motivation as a system: incentive and self-motivation**

Various theories of Incentives have been studied during the years. The incentive theory the author says, that according to this view, people are pulled toward behaviors that offer positive incentives and pushed away from behaviors associated with negative incentives. In other words, differences in behavior from one person to another or from one situation to another can be traced to the incentives available and the value a person places on those incentives at the time. [27]

Other authors stated that, Incentive theories proposed that behavior is motivated by the pull of external goals, such as rewards, money, or recognition. [27] External incentives drive the motivation in different levels. Due to the reason that not always the same incentives works for every individual create the enough motivation for him.

Incentives have to be obtainable in order to be motivating. As well they have to create a sense of great importance for the person and they can be used to engage the employees in certain behaviors or sometimes to stop doing certain actions.

Self-motivation it is the force that drives you to accomplish things. To find out what is the self-motivation of the individual you have to search for what is the motive that gets the person to achieve things and in what level. This inner force it is only created by him.

Self-motivation it is composed by the inner force of the individual but as well it has key components as skills that help him to accomplish goals. Some of these skills are the following:

- Setting high goals but at the same time they have to be real goals.
- Taking the right level of risk.
- Seeking constant feedback to work out how to improve.
- Commitment to a personal or organizational goal.
- Giving the “extra mile”.
- Taking and searching for opportunities to improve.

#### **1.4 Incentive system: structure and types**

An incentive system must be designed with specific requirements of the organization and departments. This system it is a living entity that changes according how the organization evolves in its own environment. The incentive always grows with the structure of the organization and it is part of different spheres of the organization and life.

There are different types of incentives, material, financial, non-financial, socio-psychological and administrative. All of this contains different structures which compel the necessary information to create an adequate model of motivation.

Intrinsic motivation is derived from the content of the work. It is related to psychological rewards, such as the opportunity to use one’s ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. Intrinsic motivation is self-generated and people seek the type of work that satisfies them, but management can enhance

this process through its values as well as empowerment, development and job design policies and practices. [25]

Extrinsic motivation is what is done to or for people to motivate them, including rewards, such as increased pay, fringe benefits, work conditions, pension schemes, praise, or promotion, as well as punishments, such as disciplinary action, withholding pay, or criticism. Extrinsic motivators can have an immediate and powerful effect, but this will not last long whereas intrinsic motivators which are concerned with the quality of working life and work-life balance, are likely to have a deeper and longer-term effect because they are not being imposed from outside. The effectiveness of pay as an extrinsic motivator is a matter for continuing debate. [25]

As we can see in the image (Figure 1) the incentive structure created by Armstrong, creates a balance between the four types of incentives that exist. The model of total reward of the author includes tangible and intangible options, in other words financial and non-financial rewards.

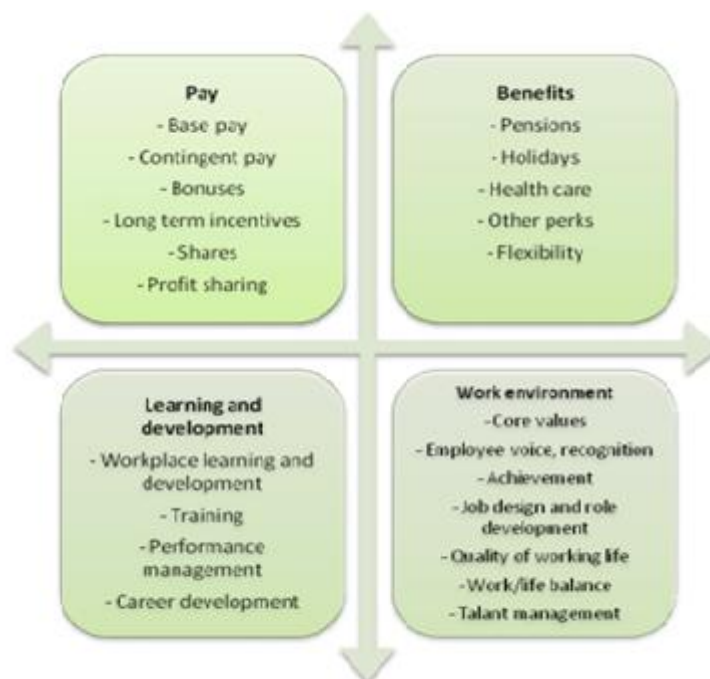


Figure 1.1 – A model of total reward (Armstrong 2006, p. 633)

### **1.4.1 Material incentive system: types and tools**

According to Clark and Wilson, the material incentive, it is a tangible reward often monetary, wages, fringe benefits, patronage. These incentives are based in money, things and services that the individuals use for their own benefit. [28]

The example of more material benefits are the following:

- Services / Prices / Products offered by the organization to the employee based in discounts.
- Awards.
- Social Parties.

#### **1.4.1.1 Monetary incentive system: tools**

The monetary incentives that can be found are the factors that include wages or salaries, as well as bonuses. Talking more about salaries, the ones that are more balanced and adequate to the type of job it will determine the type of motivation that the employee will have.

Money plays an important role helping to satisfy the basic needs of an individual. It also is recognized as power, respect and status. Examples of monetary rewards are the followings:

- Paid to the individuals according to their job performance.
- Most of the time it is in form of money.
- Salary increases.
- Profit sharing.
- Stock options.
- Bonuses.
- Paid Vacation time.

#### **1.4.1.2 Non-material incentive system: tools**

According to literature, the non-monetary incentive it is the compensation that is given in a transaction and is not in cash. The incentives come as an intangible form. These incentives are meant to be to motivate the self-esteem of the individual.

The purpose of non-monetary incentives is to reward associates for excellent job performance through opportunities. [27]

Examples of Non-monetary incentives are this:

- Appreciation of Work Done.
- Competition.
- Group incentives.
- Opportunity for growth.
- Suggestion System.
- Tuition reimbursements.
- Flexible work hours.
- Free coffee.
- Good work environment.
- Training & Development career opportunities.
- Childcare service.
- Free parking.

#### **1.4.2.1 Socio-psychological incentive system: tools**

Literature says that a social incentive is an inducement to behave in an approved way that involves offering interpersonal rewards like acceptance, inclusion, approval that quality of life can be assessed.

Social incentive means that the behavior or actions are motivated by the desire to conform what other individual in the society have done in order to be accepted.

A better example of the socio-psychological incentive, is that being a human being, there is an inner part to belong to something. To be part of a circle inside the work environment, society and the world.

#### **1.4.2.2 Administrative incentive system: tools**

Talking of the administrative incentive system, it has to be recognize that the wage or salary comes as incentive from the organization to the employee. This individual will work according the salary he receives.

All the administration procedures like benefits, vacations and allowances are tools that are designed and applied towards the employee to incentive the motivation and at the same time to get the best performance of him.

### **1.5 Self-motivation**

According to literature the concept of self-motivation it is the force or desire that moves you from one point to obtain the things that you desire. The force is the one that motivates you to give a better performance and achieve the covering of your needs.

There are several examples of how to maintain the self-motivation and are the following:

- Keep enthusiastic
- Keep positive
- Acknowledge the strengths and weaknesses

## **2 ANALYSIS OF THE MOTIVATION SYSTEM IN THE ORGANIZATION, EKATERINBURG, RUSSIAN FEDERATION**

### **2.1 Characteristic organization as the object of management**

"Organization" LLC specializes in two main directions:

- Main activity: Shipping black, stainless steel and non-ferrous metal, a variety of special steels and alloys of presence from a warehouse in Yekaterinburg, as well as to order from manufacturers.
- In stock has always supported a wide range of metal products: Metals and metal (armature, circle, square, angles, channels, beams, hexagon, wire rod, wire, strip, channel bent), plates (hot rolled, cold rolled, low-alloyed, expanded metal, corrugated, steel sheet, galvanized, stainless steel), pipe (profile, electric welding, hot-rolled, cold-rolled) and other types of steel.

Here you can also purchase a wide range of steel grades and sizes:

- Common quality carbon;
- Carbon structural quality;
- Alloyed construction;
- Bearing;
- Spring;
- Alloyed tool;
- Heat-resistant;
- Increased strength;
- High-alloy steels, and others.

The second area of activity: metal fabrication, design and manufacture of parts of any complexity on samples and sketches of the customer. For example, reinforcement cages, bent elements, gears, molds, dies, body parts, parts for imported machinery, and more.



For all the time Rolled metal in Ekaterinburg our company has confirmed the reputation of a reliable supplier of rolled metal products, offering a wide and popular range of metal products. We always adhere to the established delivery times, as well as offer favorable pricing terms to regular customers. In 2015 we are trusted by more than ten thousand customers throughout Russia.

High quality service, reliability, efficiency and individual approach are the main principles of our company, and the main task - the maximum satisfaction of our customers.

Competitive advantages of the company "Energostal":

- Successful cooperation with major Russian metallurgical plants;
- A wide range of products;
- Any shipment volume (from kilograms up to the car of the stock and on order);
- Complex delivery (retrofitted products missing in our warehouse);
- Pre-assembly orders in warehouses;
- Modern warehouses with rail access roads;
- Delivery of auto and rail transport (formation of teams of wagons);
- A wide range of services (cutting to size at the modern high-tech equipment, manufacture of metal structures of different complexity and purpose);
- Compliance with the quality of rolled metal guests;
- High-speed service at all stages of the order;
- Highly qualified staff;
- Individual approach to each client;
- Have a system of discounts (depending on volume) and implementation of commercial lending (regular customers).

The mission of the organization and the objectives are “To increase profitability, expansion of market position, improve performance, and increase the capacity of the Organization to update products and technologies, the improvement of human resources.” The mission it is still a draft since the organization it is growing and formalization the structure.

The activity of this organization it is the category of products, services and branch; they sell the following materials:

History and highlights of the organization:

- Date of establishment: November 9, 2010 with 3 employees.
- Company of the year.
- 2011: 5 employees.
- 2012: 8 staff members. Crisis. The withdrawal of one of the partners of the company (the founder).
- 2013: 11 employees and restoration of the organization.
- 2014: 20 staff members.
- 2015: 21 the Development. The appearance of the metal shop.
- 2016: 19 people. This year meant the development and growth of the company. Moving to their own facilities. During this year they plan to increase the number of employees up to 30 people.

According to the value and the role of the International division of labor they are categorize as a "Small business".

The organization it is located in Yekaterinburg, Russia. One Office and a small metalworking shop in Yekaterinburg, in the territory of the TPP, Western industrial zone.

Among other plans for the future they state that until the end of the year 2016-2017 first half: the challenge is for further development: to increase the number of sales & managers up to 20 people. With that they will increase the sales up to 300 million rubles per year. By focusing on the development of the metalworking Division: this Division will increase the number of up to 5 people, including a technologist.



Figure 2.1 - Sales Motivation Classification

As shown in the organigram, the organization it is divided in 3 areas in which every area has a determine number of employees. This employees are motivated according the levels of their areas. Every area has a manager and they all report to the director.

### ***SWOT-analysis of the organization***

#### ***Strengths***

- High level of professionalism of the sales managers.
- Efficiency.
- Product knowledge.
- A wide range of products and services.
- The delivery of the products.
- Many years of market experience (over 5 years).
- There are resources to verify counterparty on the "decency" through a security service that gives the possibility of excluding cooperation with dishonest suppliers, which means the client can be confident in us.

- Successful cooperation over the years with the largest suppliers of metal products, and at the expense of this lowest price for us.
- Permanent partners that provide sufficient profits even in the face of the heavy economic situation.

#### *Weaknesses*

- Weak control over the employees.
- No sufficient financial instruments: revolving funds to provide clients with delay of payment.
- No bank guarantee.
- Few paid-in capital.
- The absence of any company's balance sheet assets (property, equipment, premises, etc.).
- The absence in the State technic specialist metal.
- The lack of a unified base of suppliers and clients (in progress).
- Not developed effective motivation system for employees.

#### *Opportunities*

- Not limited by the availability of its warehouse, the possibility of cooperation with all suppliers.
- Lack of Ekaterinburg market reliable metal, a market segment with few competitors.
- The lack of major suppliers on the market with a very wide range of metal products.

#### *Threats and Risks*

- High competition on the market of rolled metal products.
- No its warehouse and availability puts us in direct dependence on the major supplier of rolled steel with its warehouse.
- The policy of "traders" by some vendors, that it is reflected in the high prices of metal products for us.

- Competitiveness with vendors the ability to make some positions (in price) and on the possibility of a delay of payment.

As a conclusion of the swot-analysis and the organization, it can be seen that the organization it is young. The development of it, it has been gradual in based in number of employees and the market requirements. Thanks to the swot analysis the organization can recognized that even though, they are located in an area highly competitive they have strengths based in their employees.

The customer service and always providing the material in time by having trustful suppliers win the customers in their region. By recognizing that there are more threats of the environment, they also see that there are markets and segments that can be explored to their benefit.

## 2.2 Analysis of staff

As shown in the organigram (Figure 2), the organization it is conformed by:

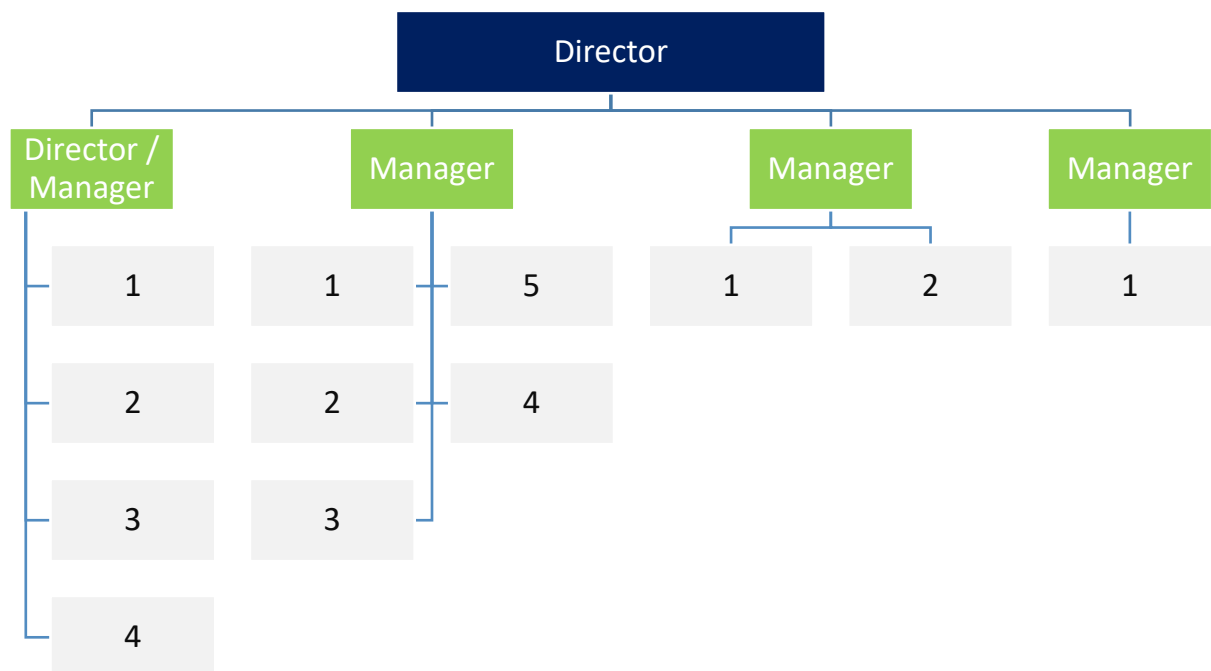


Figure 2.2 - Organizational Proposed Organigram

- 16 employees in total.
- One director that at the same time it is manager of a sales area.
- 3 managers.
- 12 employees in different levels. (Figure 1)

### **2.3 Evaluation of the motivation system of the organization**

During the presentation with the Director and managers of the organization it was shown and described a unique system of motivation that the director implemented. This system was meant to be used in different stages with the employees. These employees according to their aptitudes, skills and characteristics are part of level of department in the structure of the company.

A questionnaire (attached) was made to the director, in which it was reflected several aspects that are going to be described in the following results. This instrument was confirmed by several questions that looked for an open view of the actual situation of the organization as well as a personal point of view of the head of the company.

The results are described in several points as key findings of the questionnaire.

- Own motivation in their own department.
- Depending on how much profit will bring their employees, the head receives a premium.
- There is a division into 3 categories for management: A, B and C. Category manager is assigned depending on the size of the profits that it brought in one quarter.
- Results are summed across the company at the end of each quarter.
- As a rule, we show approval and respect in the form of applause and praise the managers of category A, as well as those employees who showed an increase compared with the previous quarter.
- Further, the results are posted for all to see (on the board of honor).

- In each category managers impose certain duties or assigned certain privileges.
- For managers of category A, I use a non-material motivation: The company offers a choice of training in the form of training, seminars, etc., which are paid by the company (in the range of 25 000 rubles).
- Category B Managers receive quarterly bonus (\$ 6 000 rubles).
- Managers of category C remain tangible and intangible benefits. They imposed more and more responsibilities.
- There is also a monthly financial motivation for all the managers of the company: every 3-4 months motivation changes.
- Head also receives an award for his victorious in employee motivation. This motivation has a competitive nature, as the results are recorded daily on a blackboard.
- Moreover, the monthly incentive I consider the fact that managers are in different circumstances, have a different experience.
- So I have a separate motivation for trainees (managers working in the company for at least 6 months and the "old times" (managers working in the company of more than 6 months).

### **2.3.1 Methods of research of the organizational motivation system**

#### **2.3.1.1 Methods of research of the incentive system**

The method of research for the director was in a first stage an interview and presentation with the Director and Managers of the organization. This first stage was to obtain a clear panorama of what the object of the research was going to be. Also it was to get to know in firsthand what the organization needs and how they define themselves. This added a perspective and analysis by adding a general point of view.

The questionnaire for the Director consisted in 8 questions about a personal point of view of the motivation in her company as well as how as an employee she

felt the motivation. With this empirical data collection method it gave an initial and exploratory research about the situation of the company.

The test of the Motivational Potential of Work the work Hackman-Oldham, will be highly motivated and satisfied with their work. This model is particularly successfully describes the behavior of individuals who have a high need for growth in the development and advancement.

Those employees who are not particularly interested in personal growth and development, will not give the theoretically predicted psychological reactions to key performance and, as a consequence, - operating results predicted by this model. Including this variable in their model, Hackman and Oldham recognize the limitations of job enrichment: not every employee wants complicating their work, to increase the responsibility and autonomy, and not always a labor enrichment leads to increased motivation and higher employee satisfaction, increased productivity and quality of work.

In the questionnaire it was found several aspects that highlighted that the director empirically was using motivational systems and in by error a mistake was able to establish a motivational system. The key notes that were found in the questionnaire were the following:

***1. Do you think motivation it is important for your organization? Why?***

- Such a system initially assumes that the employee must be highly motivated, hardworking, diligent, and focused on the goal to be able to self-motivate yourself.
- As a general rule, to the position of sales manager originally come to work people with a certain set of qualities, including the highly motivated or measurable motivation.
- As for the additional motivations they perform several important functions: to stimulate the growth, development, and learning, inspire, give moral force, bring the spirit of competition in the team bring together employees, strengthen loyalty to the company, the financial support of employees and others.
- It happens to everyone sooner or later. At such moments, tangible or intangible motivating managers to give new strength and help them shake. Most of my



employees react to motivation immediately, dramatically improving their results. This is due to the competitive time as well.

- Experience has shown that any motivation gradually becoming obsolete and have to invent each time a new motivating conditions to support managers in the excitement.

## ***2. How do you motivate your staff?***

- Own motivation in their own department.
- Depending on how much profit will bring their employees, the head receives a premium.
- There is a division into 3 categories for management: A, B and C. Category manager is assigned depending on the size of the profits that it brought in one quarter.
- Results are summed across the company at the end of each quarter.
- As a rule, we show approval and respect in the form of applause and praise the managers of category A, as well as those employees who showed an increase compared with the previous quarter.
- Further, the results are posted for all to see (on the board of honor).
- In each category managers impose certain duties or assigned certain privileges.
- For managers of category A, I use a non-material motivation: The company offers a choice of training in the form of training, seminars, etc., which are paid by the company (in the range of 25 000 rubles).
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- There is also a monthly financial motivation for all the managers of the company: every 3-4 months motivation changes.
- Head also receives an award for his victorious in employee motivation. This motivation has a competitive nature, as the results are recorded daily on a blackboard.

- Moreover, the monthly incentive I consider the fact that managers are in different circumstances, have a different experience.
- So I have a separate motivation for trainees (managers working in the company for at least 6 months and the "old times" (managers working in the company of more than 6 months).

**3. *List out effective ways that you use to motivate employees.***

In my experience, the most effective types of motivation are:

- Encouragement in the form of material prizes for short-term (no more than 1 month)
- Motivation with elements of competition, with daily debriefing.
- Results of motivation must be run at a general meeting with the universally recognized and appreciated by management

**4. *Which factors do you think develop or destroy motivation of an employee?***

1. The absence of clear language (criteria) motivation.
2. Terms of motivation should be clear (simple) and transparent to each manager.
3. The lack of equal conditions for managers of different training discourages employees. Those. Motivation conditions must be equal for all and to give a chance for managers from different professional level and experience.
4. The manager should periodically remind managers about motivation, control, how much work did manager to advise something to show their interest and moral support manager.
5. No intermediate summing up the results of motivation also "kills" the motivation: the results must be recorded periodically, and be publicly available.
6. Biased evaluation of results: evaluation criteria should be simple and unambiguous, to quantify, to avoid ambiguous estimates.
7. The award or promotion must be "significant", the essential motivation for participants. If this prize, its size should be adequate. If non-motivation - it is appropriate, suitable.

**5. Which non-monetary benefits do you think help in building up the motivation level of employees?**

1. Recognition of the team and the leadership (the whole team) employee achievements.
2. As a result of this achievement - the recognition, trust on the part of management.
3. Extension of powers and responsibilities, promotions.
4. Provide opportunities to develop new directions.
5. Issuance of written thanks, certificates of achievement, for length of service, etc.

**6. What do you think employees want from work?**

I think my staff want to get to work:

1. Financial stability.
2. Self-realization.
3. A sense of satisfaction.
4. New knowledge, opportunities, information and training.
5. The possibility of growth and development.

**7. Do you think by motivating your staff will the result will improve your organization?**

Yes, I am sure that the right kind of motivation to improve the work of my staff and, therefore, the situation in the company as a whole, p.ch. The welfare of my company depends entirely on the quality of my managers.

**8. Do you have an experience in which have you ever used motivation and if it work what did you see? If not, what can you tell about it?**

Bad experience I had with the introduction of so-called "de-motivation" when introduced penalties for poor performance, failure to comply with the plan. For example, I introduced the experiment within 6 months of the managers of the category C, which do not fulfill the minimum plan.

### **2.3.1.2 Methods of research of staff self-motivation**

In total there were 5 instruments validated and translated in Russian for the assessment to 16 employees of the organization. They were made and sent via online for the assessment. These tests are:

**1. *The test of the Motivational Potential of Work the work Hackman-Oldham.*** This test will tell how highly motivated and satisfied an employee it is with their work. This model successfully describes the behavior of individuals who have a high need for growth in the improvement and expansion in the work position.

Those employees who are not particularly interested in personal growth and development, will not give the theoretically predicted psychological reactions to key performance and, as a consequence, - operating results predicted by this model. Including this variable in their model, Hackman and Oldham recognize the limitations of job enrichment: not every employee wants complicating their work, to increase the responsibility and autonomy, and not always a labor enrichment leads to increased motivation and higher employee satisfaction, increased productivity and quality of work.

**2. *The test Atkinson and Maklelland*** (need for power and achievement) was interested in the differences between people who have achieved high results in their field. He and his colleagues found that these people distinguished by a high level of development of the following requirements: - the need for achievement: the desire to succeed, to ensure that surpass other people to solve complex problems; - the need for affiliation: the need to feel that they belong to a group, the desire to establish close personal relationships with other people; - the need for power:.. The desire to influence other people to control their actions, be responsible for the results of other people's need for affiliation basically corresponds to have considered social needs and requirements in respect of the pyramid Maslow so we will not dwell on it too mu

“The n-ach person is 'achievement motivated' and therefore seeks achievement, attainment of realistic but inspiring objectives and advancement in the job. There is a strong need for feedback as to achievement and progress, and a need for a sense of accomplishment.”

“The n-pow person is 'authority motivated'. This driver produces a need to be influential, effective and to make an impact. There is a strong need to lead and for their ideas to prevail. There is also motivation and need towards increasing personal status and prestige.”

“The n-affil person is 'affiliation motivated', and has a need for friendly relationships and is motivated towards interaction with other people. The affiliation driver produces motivation and need to be liked and held in popular regard. These people are team players.”

**3. The Test-questionnaire of achievement motivation by A. Mehrabian (modification by M.Sh.Magomed-Eminov).** Is a questionnaire which provides data on the prevalence of one of the two stable generalized motives of the person - achievement motive or motive of avoiding failure.

According to literature, in the approach of author achievement motivation is not seen as a bipolar system (with poles - the severity of achievement motive and the severity motive of avoiding failure). The motive of avoiding failure - is not the opposite of achievement motive: they are "equally great" and "equal rights" independent generalized motives.

Male (A) and female (B) forms of the test were used. This method measures the resulting tendency of motivation that is the degree of predominance of one of these motives - commitment to achieve success and avoiding failure. High scores on the test means that commitment to achieve success is expressed in a greater extent compared to the avoidance of failure, that it is low - on the contrary.

**4-5. The Test Questionnaire Ehlers** to study the motivation to succeed calculates your chances of success. The person whose predominant motivation for success, prefer medium or low risk. She tend to avoid high-risk. With a strong

motivation to succeed, hopes for success are usually more modest than in the low motivation to succeed, but these people work hard to achieve success, striving for success.

### **2.3.2 Results of the research of the organizational motivation system**

#### **2.3.2.1 Results and conclusions of the research of the incentive system**

According to the findings in the questionnaire it was shown that the incentive system works in a gradual form according to the tasks and objectives of the company. Each level has different types of motivation. Depending on how much profit will bring their employees, the head receives a premium.

Inside the organization the structure divides into 3 categories for management: A, B and C as shown in the figure 3. The promotion model it is in the form of achievements, the category manager is assigned depending on the size of the profits that it brought in one quarter.

Another type of intrinsic motivation occurs when the results are summed across the company at the end of each quarter and as a rule, they show approval to each other according to their own achievements. Also the results are posted for all to see in the board of Honor so everyone can feel motivated to be in there.

In each category managers impose certain duties or assigned certain privileges. The motivation contains elements of competition, with daily debriefing. The structure of the levels and motivation inside the organization it is the following:



Figure 2.3 - Structure and levels of motivation inside the organization

For managers of category A, the director uses a non-material motivation: reflected as the company offers a choice of training in the form of training, seminars, etc., which are paid by the company.

Category B Managers receive quarterly bonuses as a monetary motivation and managers category C remain tangible and intangible benefits. They imposed more and more responsibilities.

A monthly financial motivation it is given for all the managers of the company. The head also receives an award for his victorious in employee motivation. This motivation has a competitive nature, as the results are recorded daily on a blackboard.

The director has a separate motivation for trainees (managers working in the company for at least 6 months and the "old times" (managers working in the company of more than 6 months). As well the motivation changes every 3-4 months motivation and also gives encouragement in the form of material prizes for short-term (no more than 1 month).

As a conclusion we can see that empirically the director uses a type of motivation. By the experimenting she has found a way to motivate her team in all the aspects and levels that the company can offer. It can be highlighted that the motivation system in which the company aims to motivate his employees it is the financial one.

### 2.3.2.2 Results and conclusions of research of staff self-motivation

In a general view it will be discuss the results of the organization as a structure by using the methods above written. These instruments were useful to find the motivational key components that compose the motivation organization.

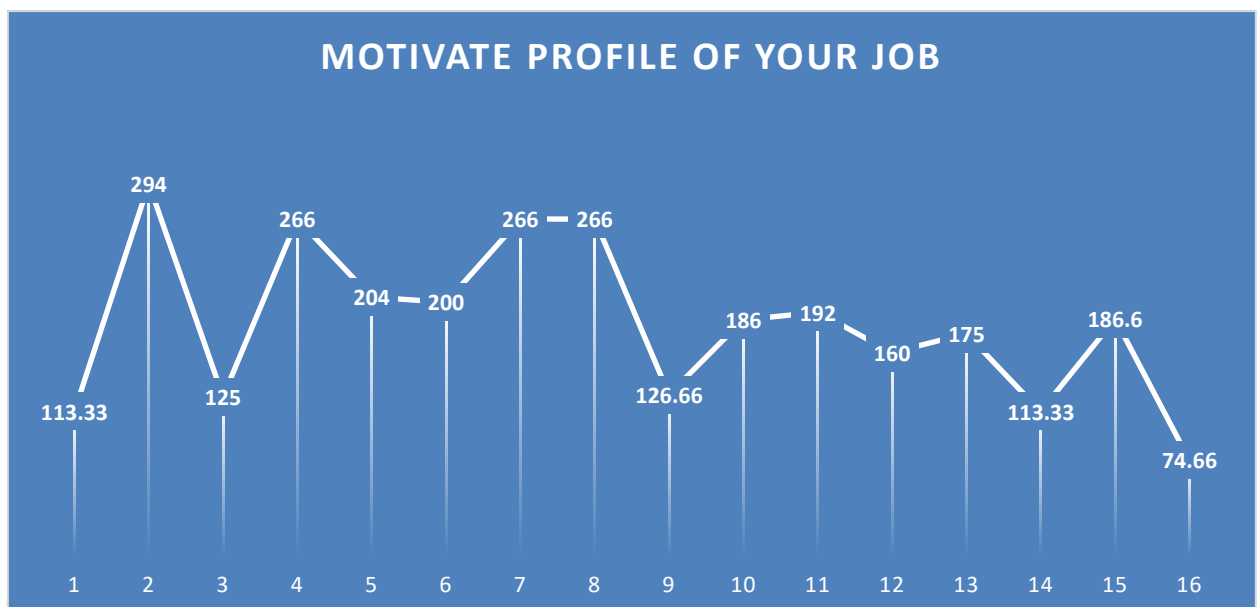


Figure 2.4 - Company Motivate Profile

According to the motivate profile instrument the motivational potential can vary from 1 to 343 units. The employer must draw a motivation profile line according to the specific jobs that are part of the organization. Therefore there is no good or bad score until the employer gives the values for the position of the employees.



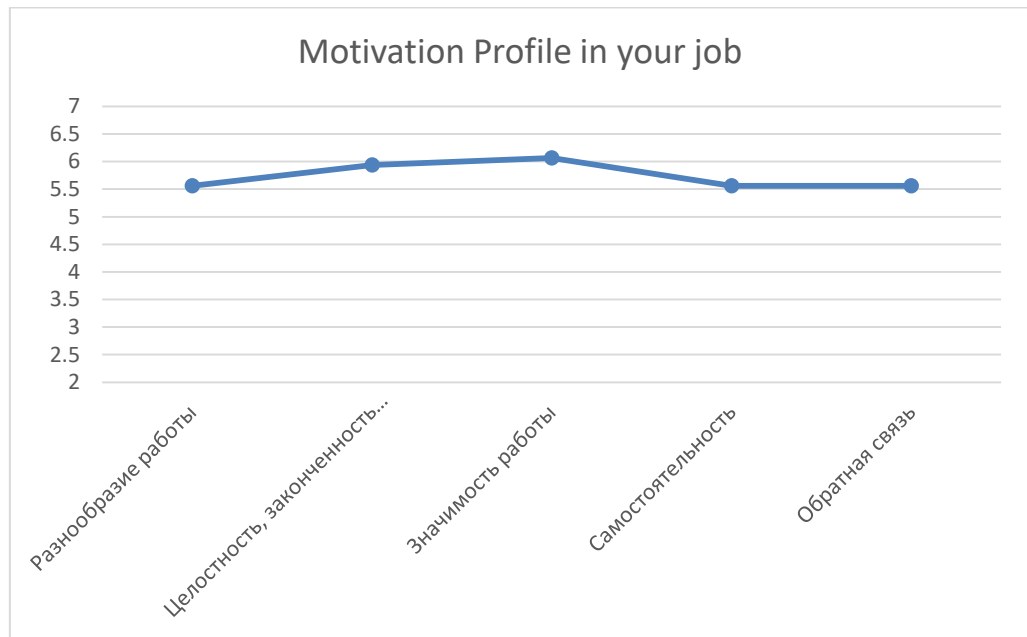


Figure 2.5 - Company Motivation Profile in the Job

Continuing with the same instrument as above. The instrument evaluates the variety of work integrity, completeness of work, the significance of the work, independence and feedback. As shown in the graphic, in a general view, the highest points were the completeness work and the significance compared to variety of work, independence and feedback.



Figure 2.6 - Personnel Motivation

The motivation attitudes instruct that the more you answer 'yes' to the above questions, the greater your ability to maintain the proper level of own motivation, doing a variety of chores.

The predominance of negative responses indicates the existence of serious problems in the sphere of self-motivation. Knowing that, the results that the study shows it is clearly seen that an 83% of answers are positive and just 17% negative. It is a recommendation to see the individual studies to improve the motivation attitudes.

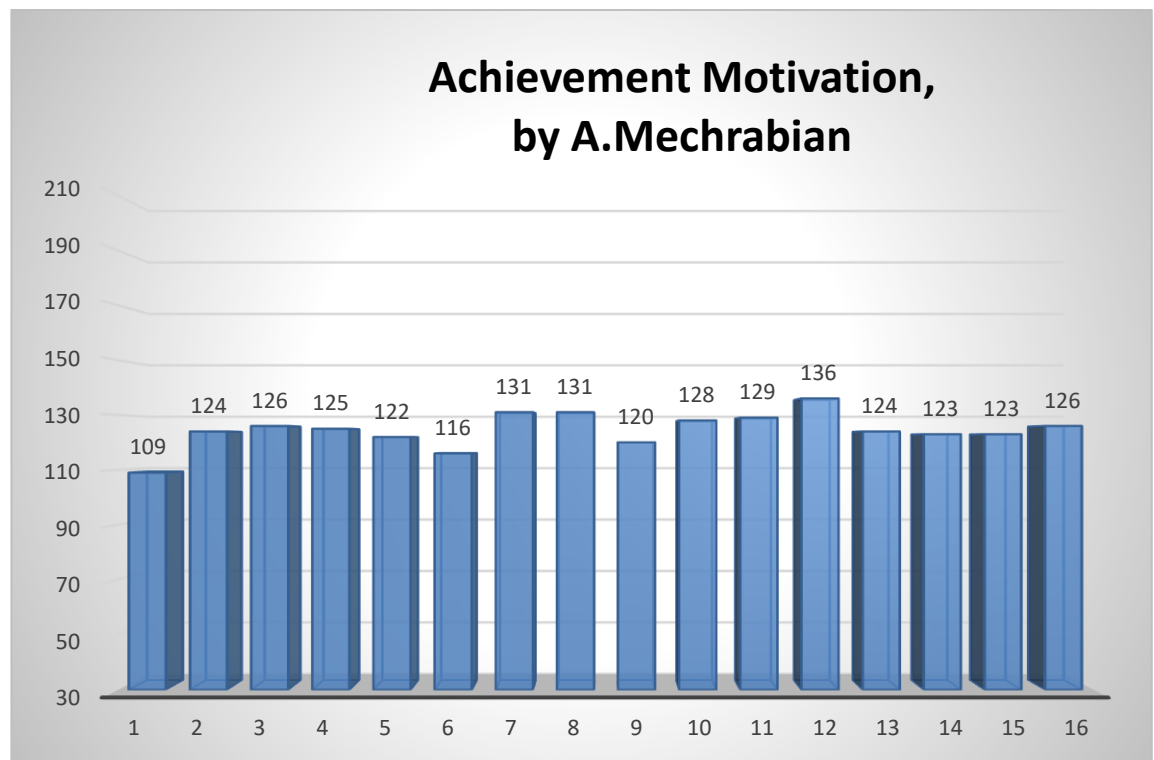


Figure 2.7 - Company Achievement Motivation

The Test-questionnaire of achievement motivation by A. Mehrabian is a questionnaire which provides data on the prevalence of one of the two stable generalized motives of the person - achievement motive or motive of avoiding failure. Male (A) and female (B) forms of the test were used.

This method measures the resulting tendency of motivation that is the degree of predominance of one of these motives - commitment to achieve success and avoiding failure. High scores on the test means that commitment to achieve success is expressed in a greater extent than the avoidance of failure, low - on the contrary.

As noticed in the average of the answers there is a stability in the average of answers. The instrument says that the rank from 76 – 164, the motivation for avoiding the dominant aspiration for failure is low.

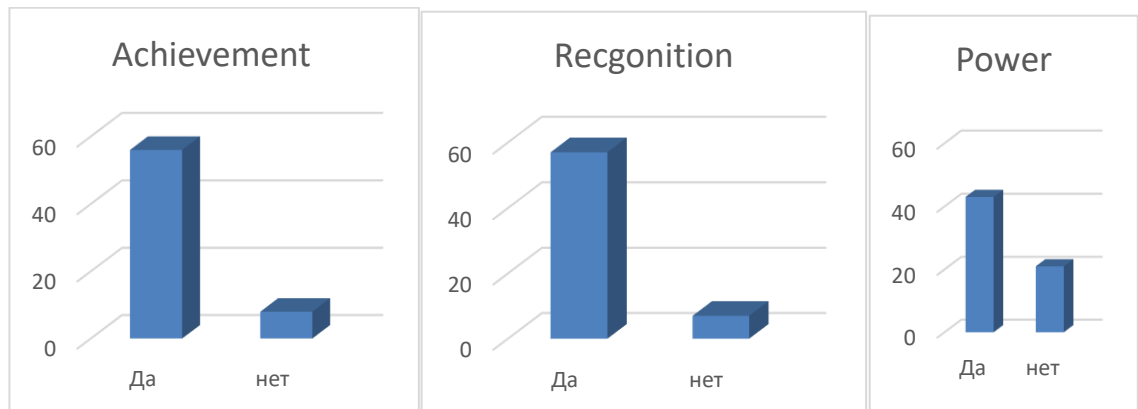


Figure 2.8 - Company Leading Needs

In the needs for Leeds the author assessed the need for achievement: the desire to succeed, to ensure that surpass other people to solve complex problems; - the need for affiliation: the need to feel that they belong to a group, the desire to establish close personal relationships with other people; - the need for power:

The test results shown that meanwhile the need for achievement and recognition are close to a high level, the need for power it is low. This driver produces a need to be influential, effective and to make an impact. There is a strong need to lead and for their ideas to prevail. There is also motivation and need towards increasing personal status and prestige. That could be reflected in the organigram and types of jobs that give a clear view to the employees about hierarchy in the organization

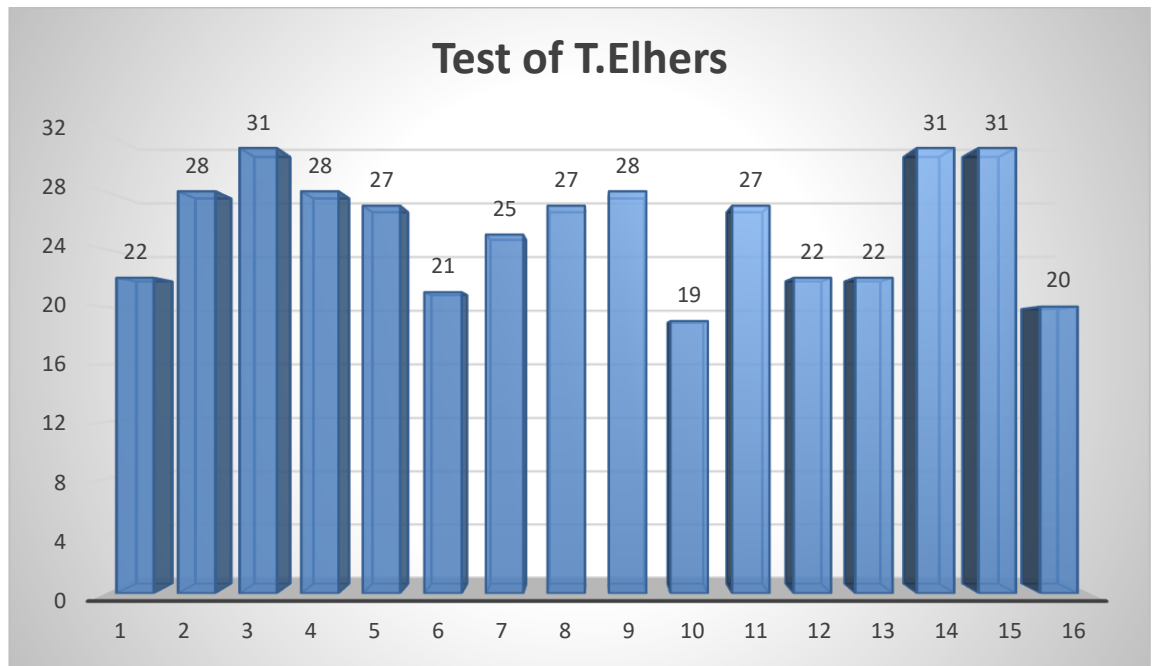


Figure 2.9 - Company Motivation To Succeed

The Test Questionnaire Ehlers to study the motivation to succeed calculates your chances of success. The person whose predominant motivation for success, prefer medium or low risk. The individual tend to avoid high-risk. With a strong motivation to succeed, hopes for success are usually more modest than in the low motivation to succeed, but these people work hard to achieve success, striving for success.

### ***Individual Results***

For the individual presentation of the results, it will be shown first as a group and after each employee of the organization will have a profile according to the results of the instruments.

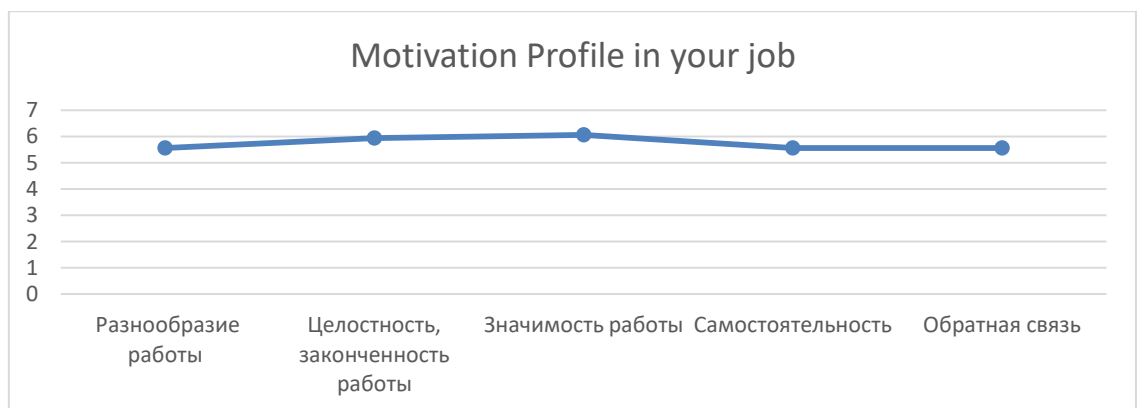


Figure 2.10 - Individual Motivation Profile

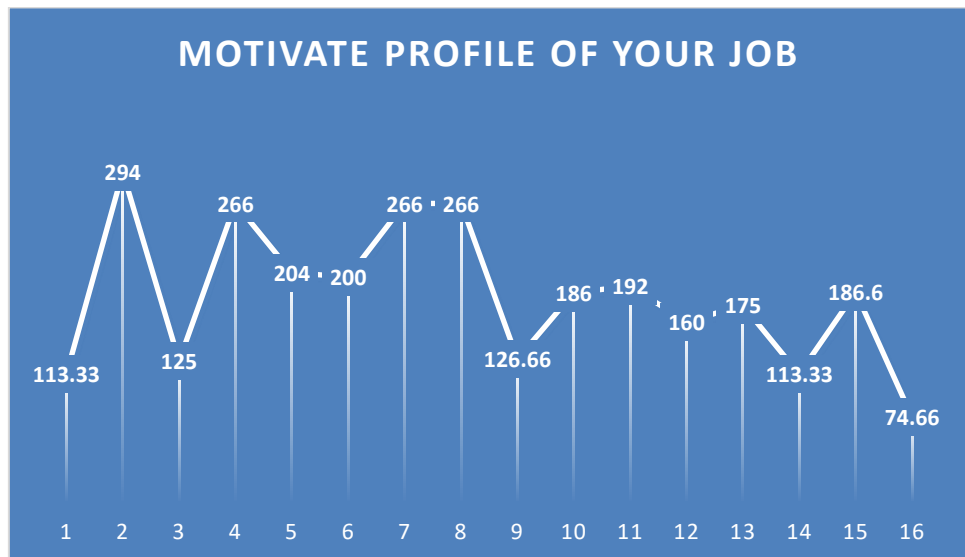


Figure 2.11 - Individual Motivate Profile

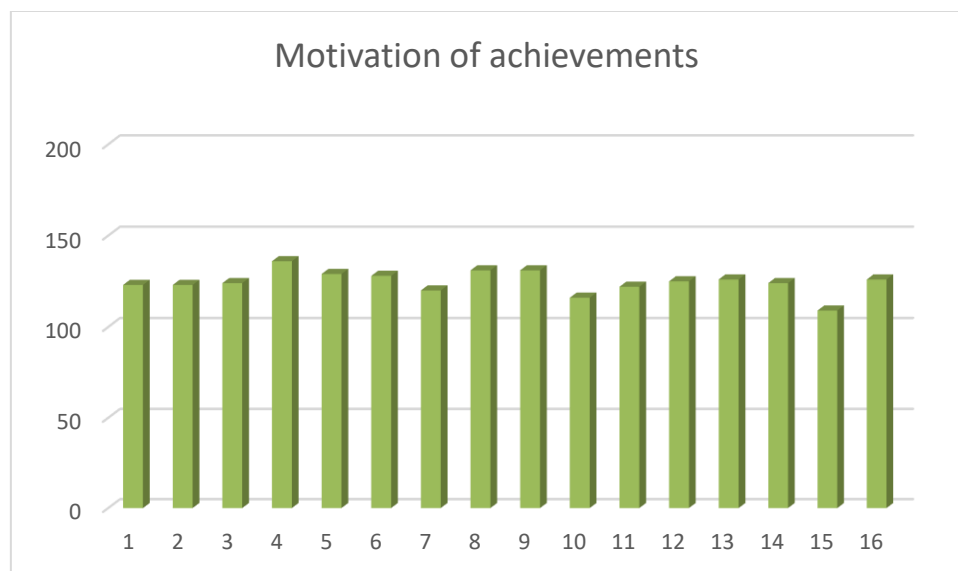


Figure 2.12 - Individual Motivation for Achievements

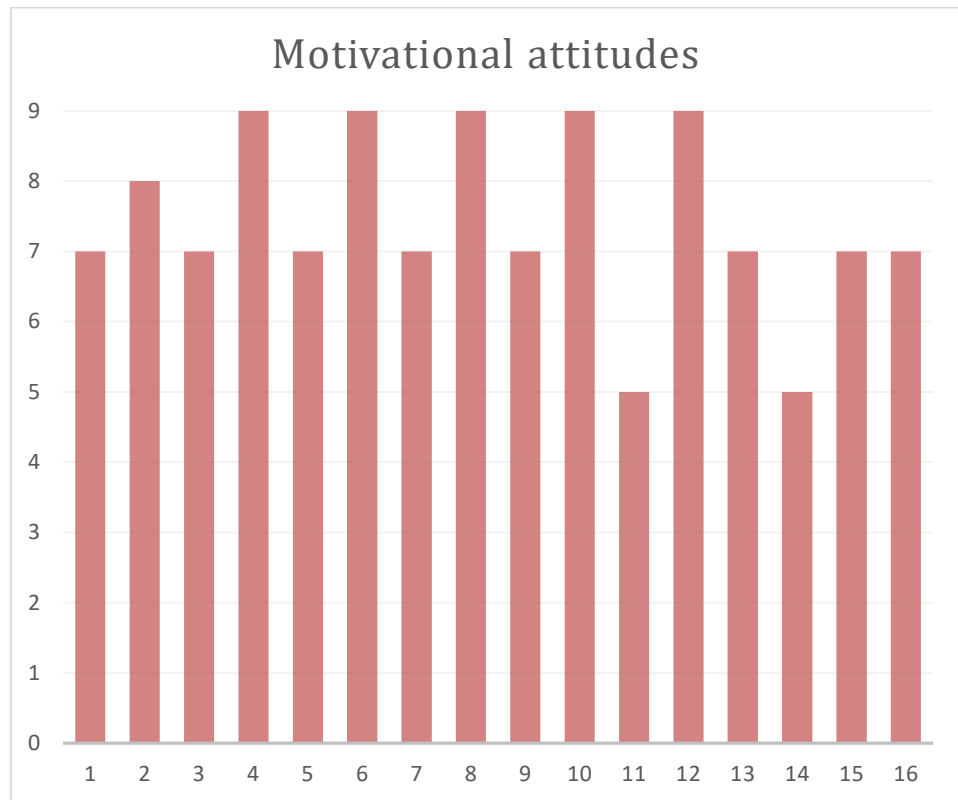


Figure 2.13 - Individual Motivational Attitudes

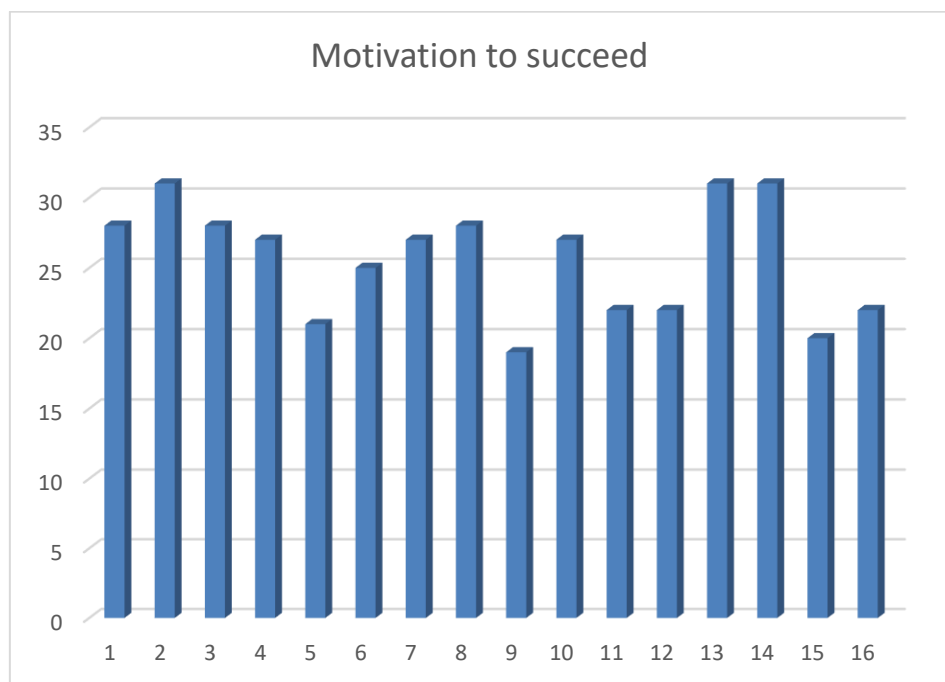


Figure 2.14 - Individual Motivational Attitudes

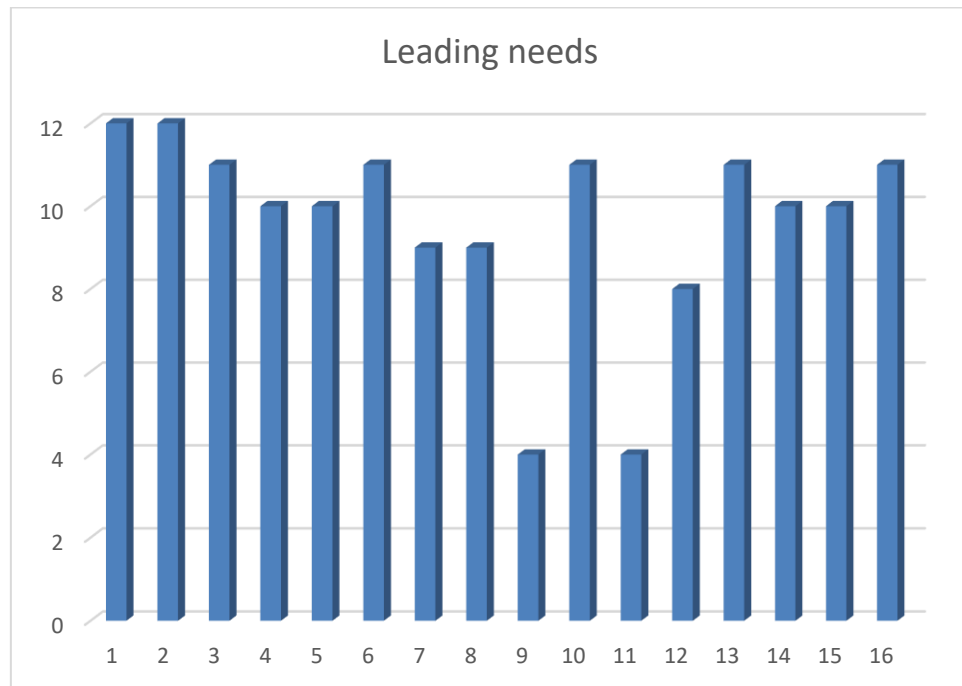
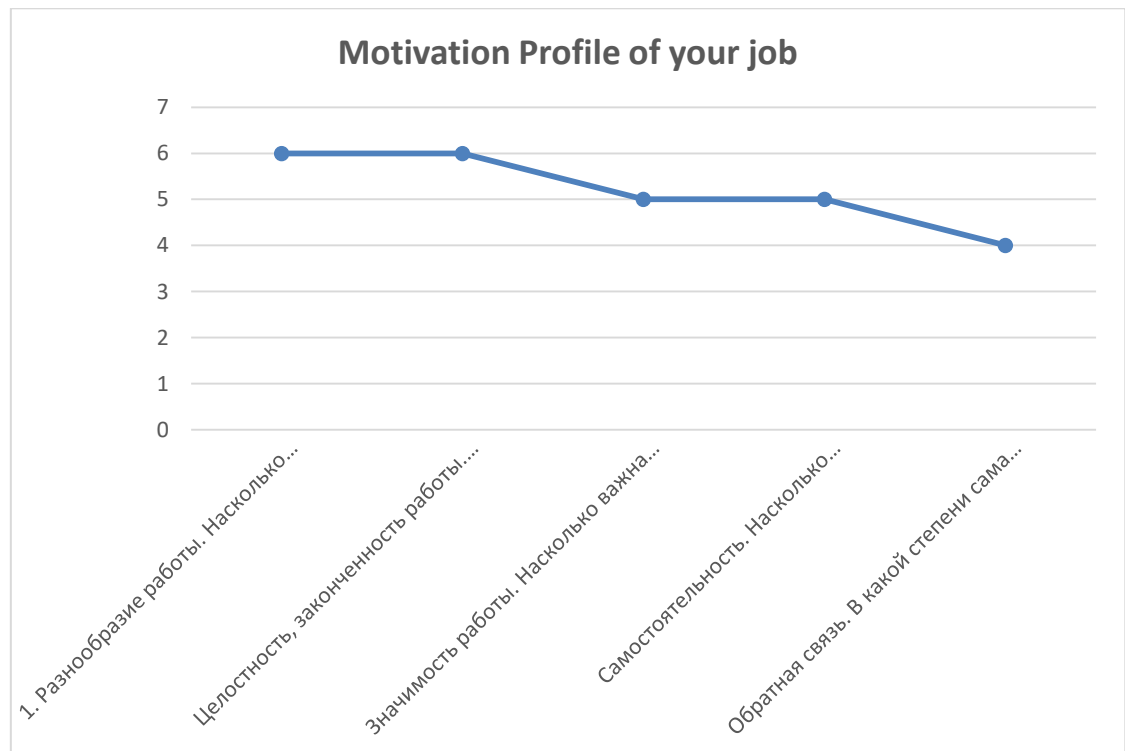


Figure 2.15 - Individual Leading Needs

### *Individual Members of the organization*

#### *Individual 1*



According to the motivation profile instrument, the motivational potential can vary from 1 to 343 units. The employer must draw a motivation profile line

according to the specific job and values of importance. It can be noticed that the employee in this case have a low score in the significance of work, the independence and a lack of feedback in the position. It is recommended to do the following to enhance the score:

- The feedback must be helpful and useful for the employee.
- The feedback must be and given in an interactive way to the individual.
- The feedback must be with good intentions to improve and not to destroy.
- The feedback must create a commitment in a future or present task.
- The feedback must provide a logic of responsibility.
- The feedback must be in a weekly bases evaluating the employee showing them their strong point and complimenting them.
- Discuss the mistakes and give feedback in what to do or how to approach the problem.

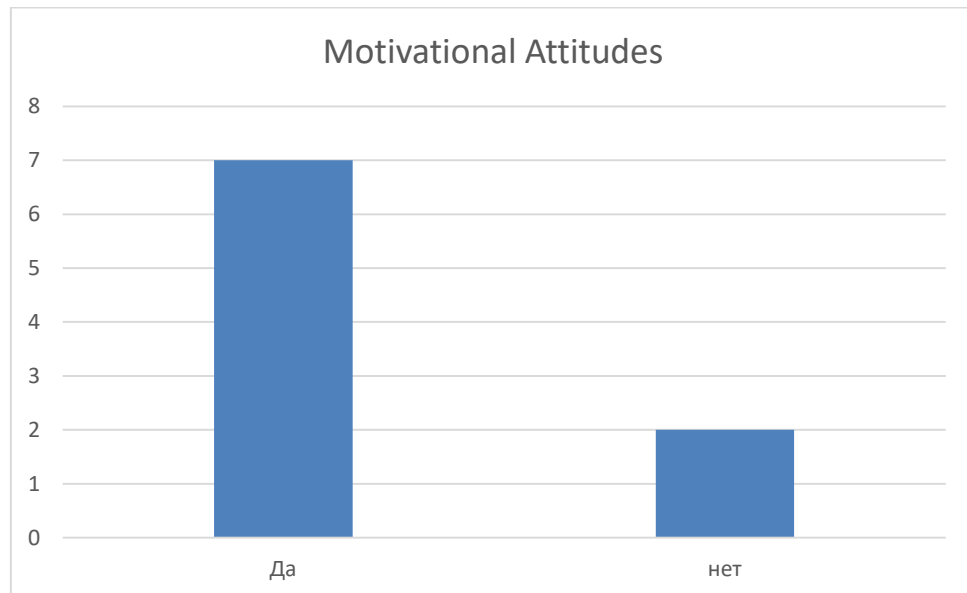
#### Independence at work

- Offer the employee challenging tasks.
- Give them freedom in how to approach and make decisions.
- Review and discuss the results of the tasks.

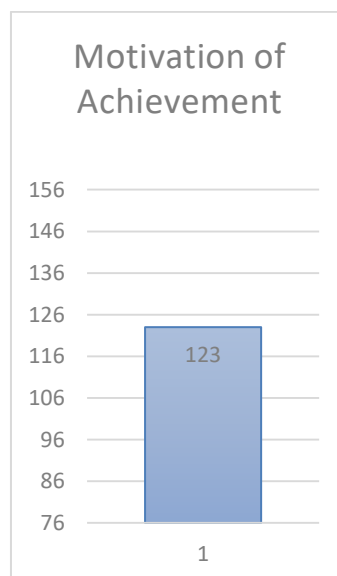
#### Significance of work

- Offer them challenging tasks.
- Get to know what the employee's objectives in a long term are and help them fulfill them.
- The communication must be clear and objective between managers and employee in order to create a sense of commitment.





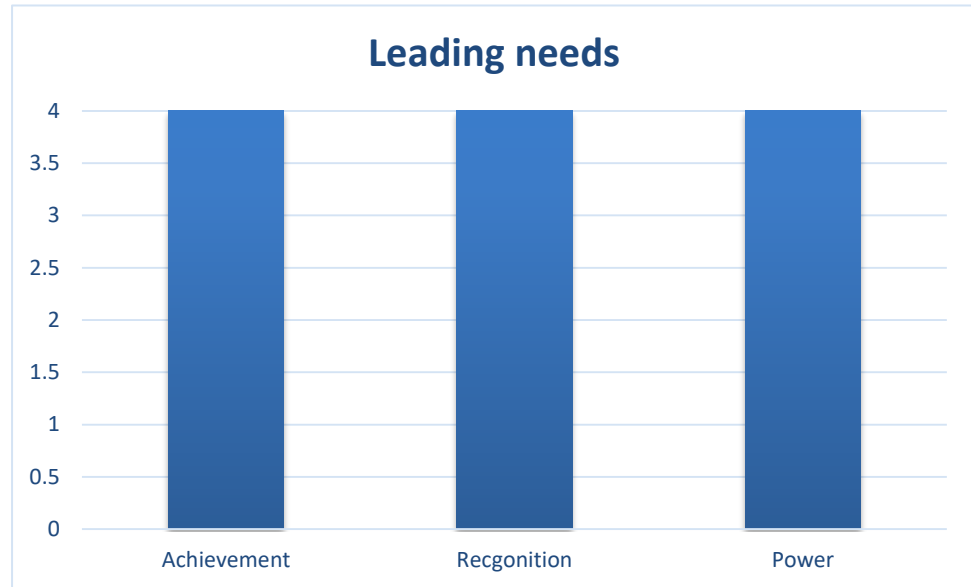
The more you answer 'yes' to the above questions, the greater your ability to maintain the proper level of own motivation, doing a variety of chores. The predominance of negative responses indicate the existence of serious problems in the sphere of self-motivation.



The result of the employee is 123 points (76 to 164 reference), the motivation for avoiding dominant aspiration failure, i.e. achievement motivation - low. This level determines that the employee aspiration to fail is low but in order to get a better performance the employer should do the following:

- Recognize the employee in all the achievements that they have to help them maintain a good level of motivation.
- Make them feel part of the work group by giving and being thankful.

- Improve their quality of life by creating and giving flexibility in their job. For example work some days at home, give flexible schedules, etc.
- Give the employees personal coaching of how to develop and enhance their strategies to reach their goals.



- According to literature from question 1-4, it means you have a high need for achievement.
- From 5-8, you have strongly expressed the need for belonging to a group, in recognition, to establish good relations with people.
- From 8-12, you have a strong need for power.

According to the results this individual have strong leading needs.

Elhers test- 28 points

More than 21 points: Too high level of motivation to succeed. It has been observed that people with a strong desire to achieve success in life is much more than those who have this motivation is weak or absent. Nevertheless, the situation even a minor failure tolerated painful and can greatly complicate the life of the respondent.

With such motivation person aspires to achieve something constructive and positive. At the core of his personality activity lies the hope for the success and need to achieve success.

Motivated by the success of a person is committed to it, and usually a lot of work to achieve success.

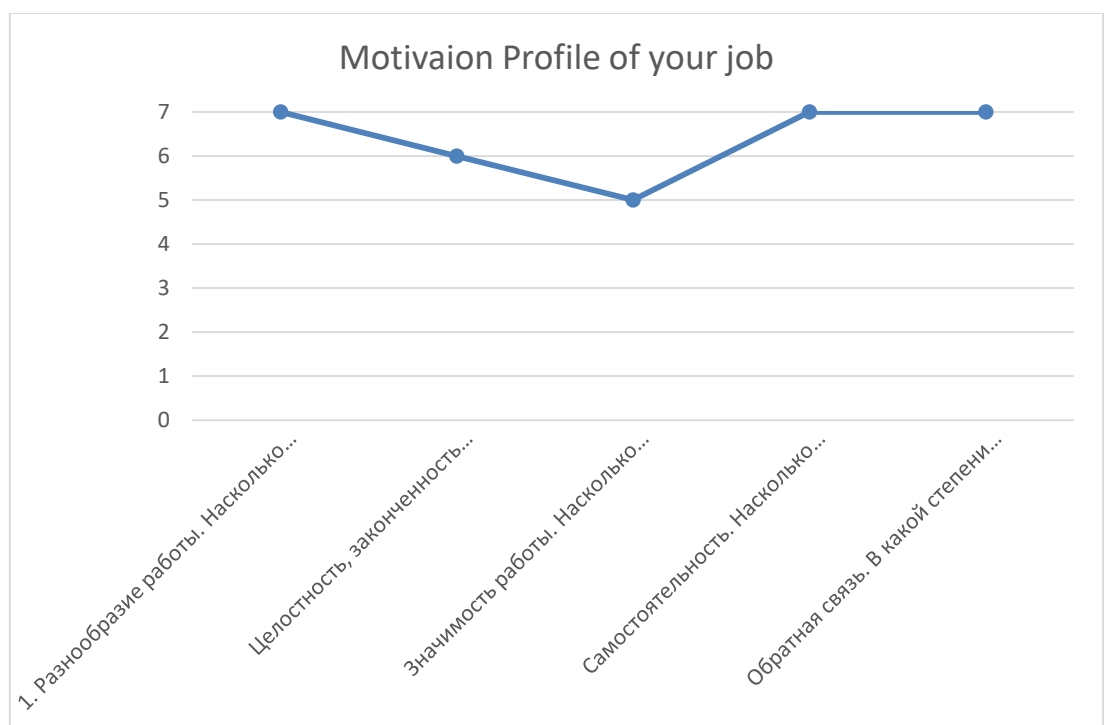
The activities of the people belonging to the group to achieve the domination of motive activity, initiative. They are characterized by full mobilization and concentration to achieve this goal.

They tend to plan for the future for the long term, tending to an adequate level of aspiration and self-esteem. Prefer to choose medium-difficulty or slightly inflated, but achievable goals.

In the case of the alternation of success and failure are prone to exaggeration of the failures. When you run the problematic nature of the tasks under time pressure effectiveness of activities, as a rule, it is improving.

They tend to perceive and experience time as a focused and fast, not aimlessly current. Due to the general optimism, focused on the success of the people, whether adults, children, students, fully realize their abilities and often reach their goals as learning more actively from their mistakes, abandoning hypotheses, once convinced of their insolvency, and faster find the best solutions.

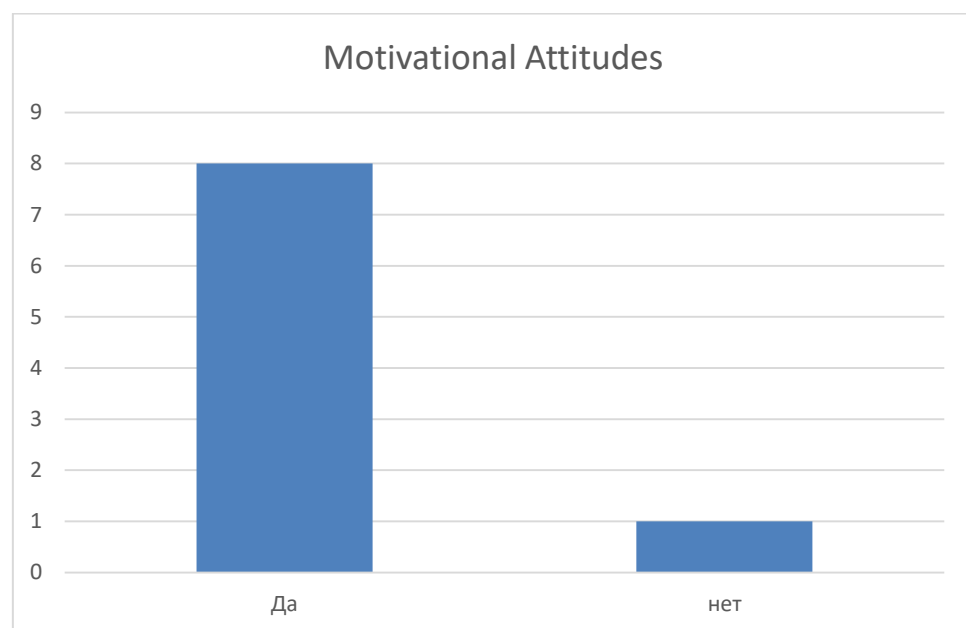
### *Individual 2*



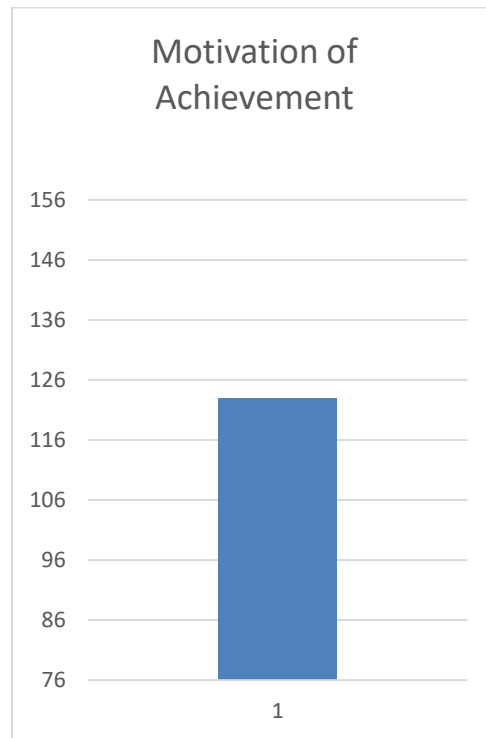
According to the motivation profile instrument, the motivational potential can vary from 1 to 343 units. The employer must draw a motivation profile line according to the specific job and values of importance. It can be noticed that the employee in this case have a low score in the significance of work. It is recommended to do the following to enhance the score:

#### Significance of work

- Offer them challenging tasks.
- Get to know what the employee's objectives in a long term are and help them fulfill them.
- The communication must be clear and objective between managers and employee in order to create a sense of commitment.

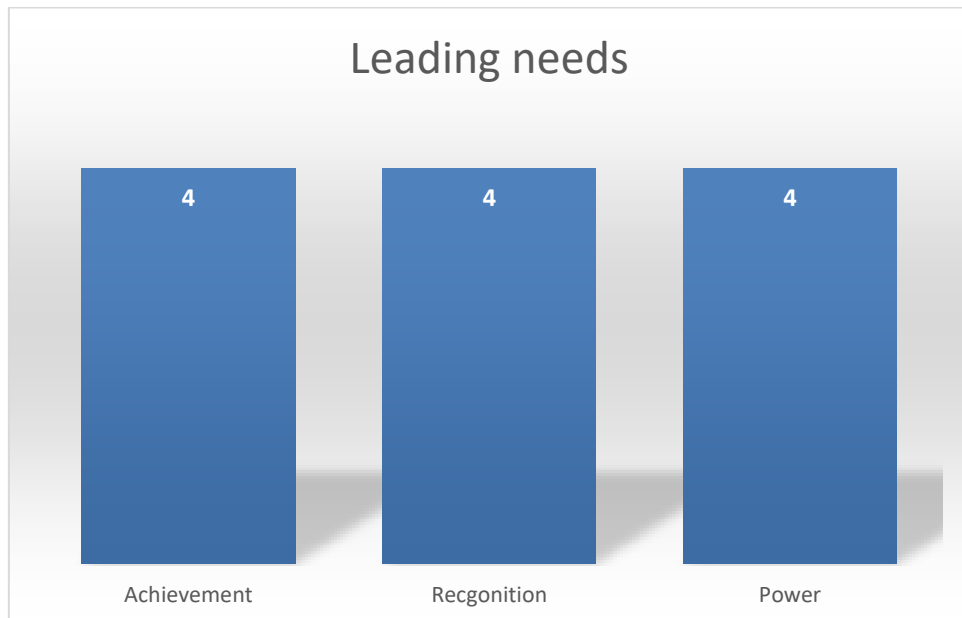


The more you answer 'yes' to the above questions, the greater your ability to maintain the proper level of own motivation, doing a variety of chores. The predominance of negative responses indicate the existence of serious problems in the sphere of self-motivation



The result of the employee is 123 points (76 to 164 reference), the motivation for avoiding dominant aspiration failure, i.e. achievement motivation - low. This level determines that the employee aspiration to fail is low but in order to get a better performance the employer should do the following:

- Recognize the employee in all the achievements that they have to help them maintain a good level of motivation.
- Make them feel part of the work group by giving and being thankful.
- Improve their quality of life by creating and giving flexibility in their job. For example work some days at home, give flexible schedules, etc.
- Give the employees personal coaching of how to develop and enhance their strategies to reach their goals.



- From question 1-4, you have a high need for achievement.
- From question 5-8, you have strongly expressed the need for belonging to a group, in recognition, to establish good relations with people.
- From question 8-12, you have a strong need for power.

#### Test by Elhers - 31 Points

More than 21 points: Too high level of motivation to succeed. It has been observed that people with a strong desire to achieve success in life is much more than those who have this motivation is weak or absent. Nevertheless, the situation even a minor failure tolerated painful and can greatly complicate the life of the respondent.

With such motivation person aspires to achieve something constructive and positive. At the core of his personality activity lies the hope for the success and need to achieve success.

Motivated by the success of a person is committed to it, and usually a lot of work to achieve success.

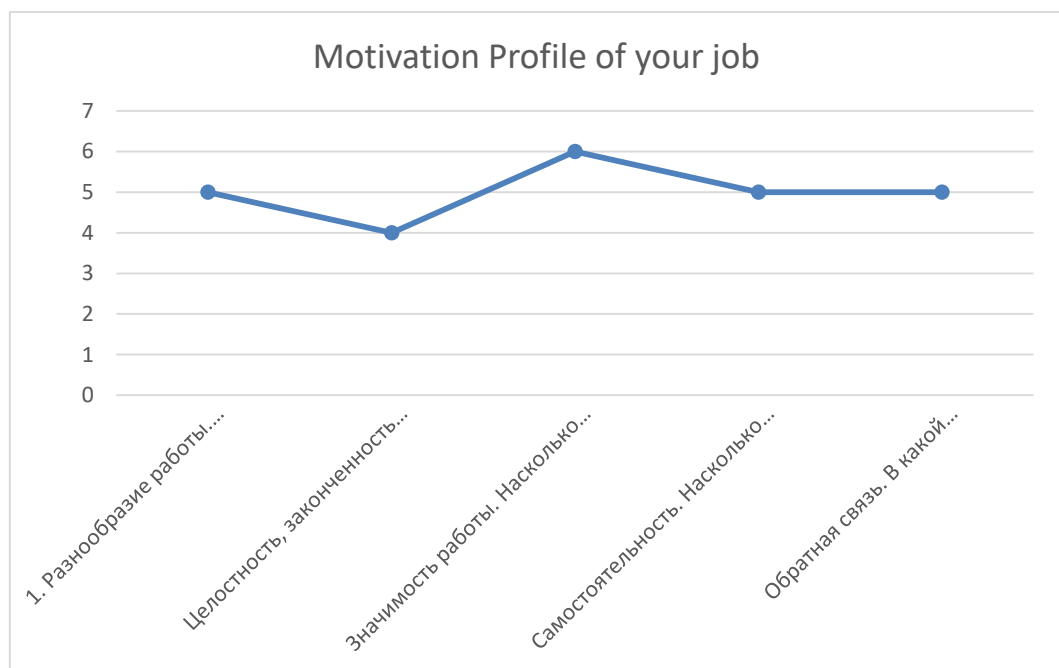
The activities of the people belonging to the group to achieve the domination of motive activity, initiative. They are characterized by full mobilization and concentration to achieve this goal.

They tend to plan for the future for the long term, tending to an adequate level of aspiration and self-esteem. Prefer to choose medium-difficulty or slightly inflated, but achievable goals.

In the case of the alternation of success and failure are prone to exaggeration of the failures. When you run the problematic nature of the tasks under time pressure effectiveness of activities, as a rule, it is improving.

They tend to perceive and experience time as a focused and fast, not aimlessly current. Due to the general optimism, focused on the success of the people, whether adults, children, students, fully realize their abilities and often reach their goals as learning more actively from their mistakes, abandoning hypotheses, once convinced of their insolvency, and faster find the best solutions.

### *Individual 3*



According to the motivation profile instrument, the motivational potential can vary from 1 to 343 units. The employer must draw a motivation profile line according to the specific job and values of importance. It can be noticed that the employee in this case have a low score in the variety of work, the integrity in the work place, the significance of work, the independence and a lack of feedback in the position. It is recommended to do the following to enhance the score:

### Variety of Work

- By time to time change the tasks that the employee receives.
- Offer them to acquire other responsibilities inside the work place.
- Change the routine of the day by giving them more flexibility.
- Help them seek more development inside the organization and training.

### Integrity in the workplace

- Make the employees feel part of the organization by applying the organization mission as a tool to make them feel that they are working for a goal.
- Apply rules and policies when it is the case that may affect the integrity of the employees inside the work place.
- Establish and reinforce the ethical values of the company apply in the daily work of the employees.

### Feedback

- The feedback must be helpful and useful for the employee.
- The feedback must be and given in an interactive way to the individual.
- The feedback must be with good intentions to improve and not to destroy.
- The feedback must create a commitment in a future or present task.
- The feedback must provide a logic of responsibility.
- The feedback must be in a weekly bases evaluating the employee showing them their strong point and complimenting them.
- Discuss the mistakes and give feedback in what to do or how to approach the problem.

### Independence at work

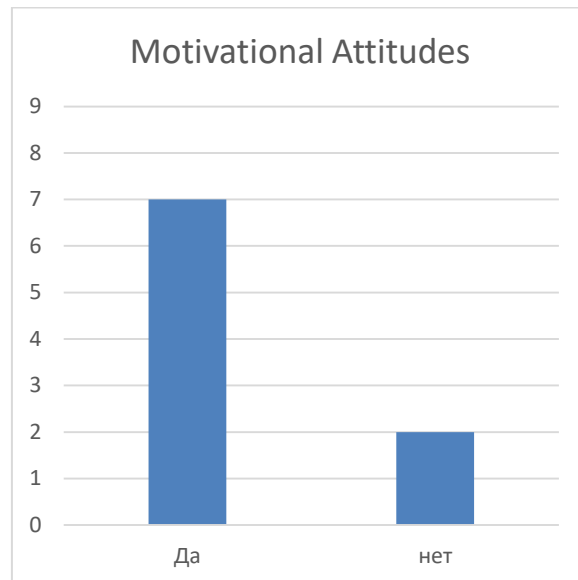
- Offer the employee challenging tasks.
- Give them freedom in how to approach and make decisions.
- Review and discuss the results of the tasks.

### Significance of work

- Offer them challenging tasks.

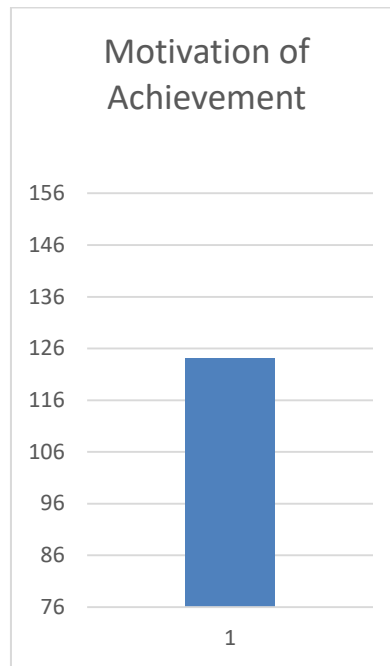


- Get to know what the employee's objectives in a long term are and help them fulfill them.
- The communication must be clear and objective between managers and employee in order to create a sense of commitment.



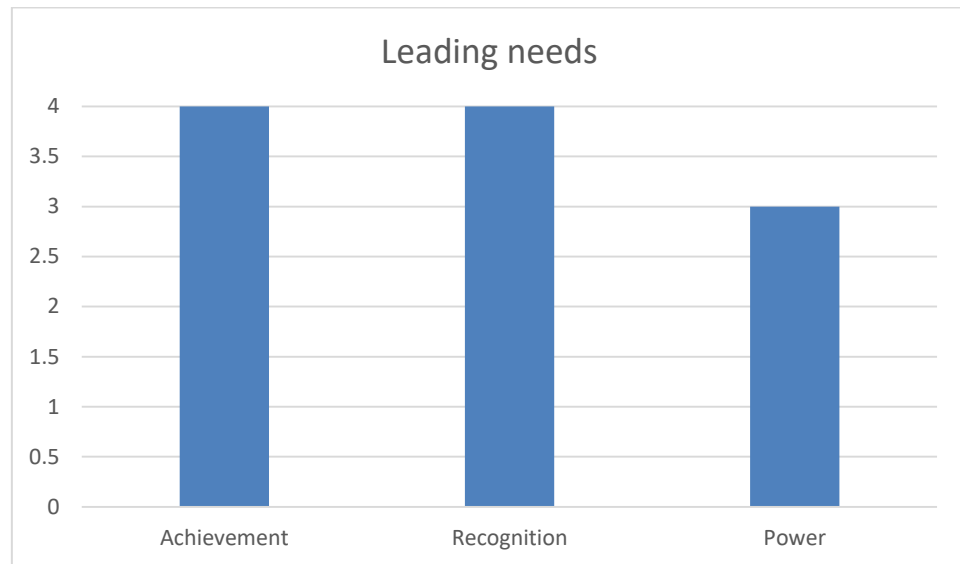
The more you answer 'yes' to the above questions, the greater your ability to maintain the proper level of own motivation, doing a variety of chores. The predominance of negative responses indicate the existence of serious problems in the sphere of self-motivation. To improve the motivational attitude the employer must do:

- Offer the employees opportunities to develop their career.
- Let them participate in the decisions.
- Make a strong work team.
- Give them respect.
- Give them a fair treatment.
- Identify what motivates them.



The result of the employee is 124 points (76 to 164 reference), the motivation for avoiding dominant aspiration failure, i.e. achievement motivation - low. This level determines that the employee aspiration to fail is low but in order to get a better performance the employer should do the following:

- Recognize the employee in all the achievements that they have to help them maintain a good level of motivation.
- Make them feel part of the work group by giving and being thankful.
- Improve their quality of life by creating and giving flexibility in their job. For example work some days at home, give flexible schedules, etc.
- Give the employees personal coaching of how to develop and enhance their strategies to reach their goals.



From question 1-4, you have a high need for achievement.

From question 5-8, you have strongly expressed the need for belonging to a group, in recognition, to establish good relations with people.

From question 8-12, you have a strong need for power.

#### Test by Elhers, 28 Points

More than 21 points: Too high level of motivation to succeed. It has been observed that people with a strong desire to achieve success in life is much more than those who have this motivation is weak or absent. Nevertheless, the situation even a minor failure tolerated painful and can greatly complicate the life of the respondent.

With such motivation person aspires to achieve something constructive and positive. At the core of his personality activity lies the hope for the success and need to achieve success.

Motivated by the success of a person is committed to it, and usually a lot of work to achieve success.

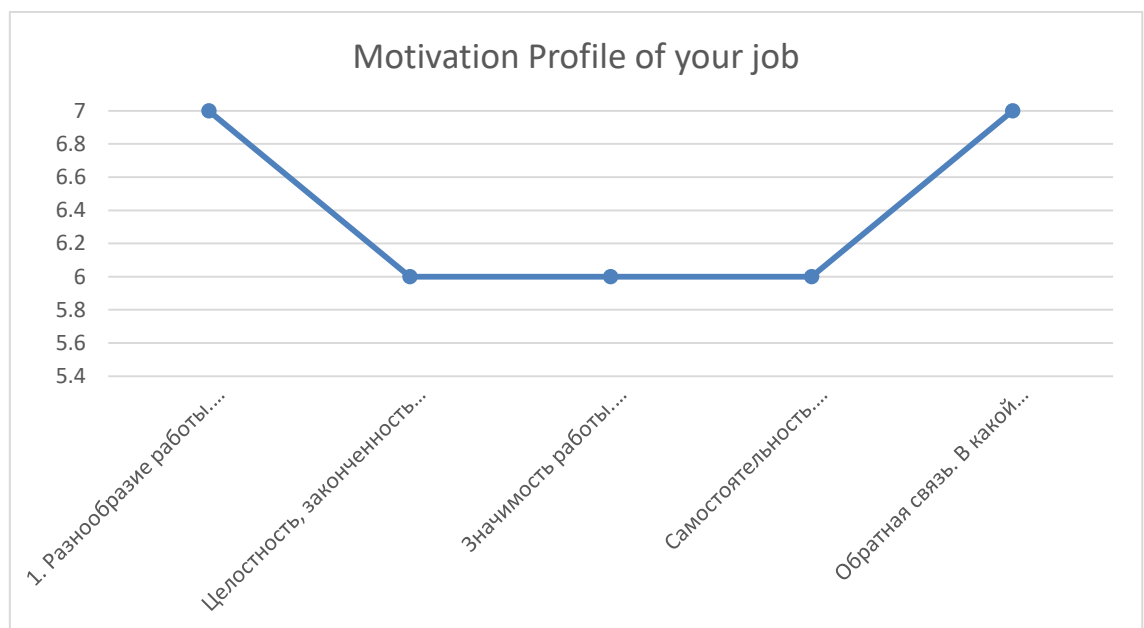
The activities of the people belonging to the group to achieve the domination of motive activity, initiative. They are characterized by full mobilization and concentration to achieve this goal.

They tend to plan for the future for the long term, tending to an adequate level of aspiration and self-esteem. Prefer to choose medium-difficulty or slightly inflated, but achievable goals.

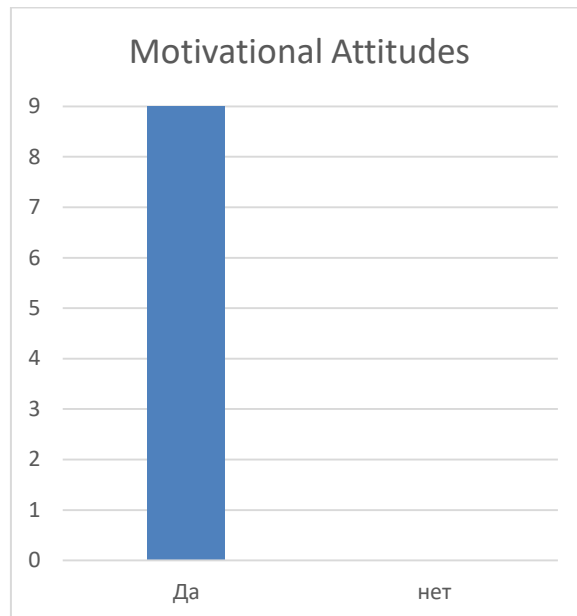
In the case of the alternation of success and failure are prone to exaggeration of the failures. When you run the problematic nature of the tasks under time pressure effectiveness of activities, as a rule, it is improving.

They tend to perceive and experience time as a focused and fast, not aimlessly current. Due to the general optimism, focused on the success of the people, whether adults, children, students, fully realize their abilities and often reach their goals as learning more actively from their mistakes, abandoning hypotheses, once convinced of their insolvency, and faster find the best solutions.

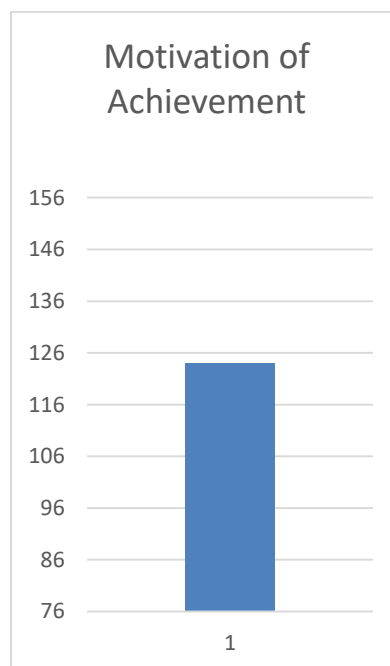
#### *Individual 4*



According to the motivate profile instrument the motivational potential can vary from 1 to 343 units. The employer must draw a motivation profile line according to the specific job and values of importance. In this case the employee almost have perfect scores.

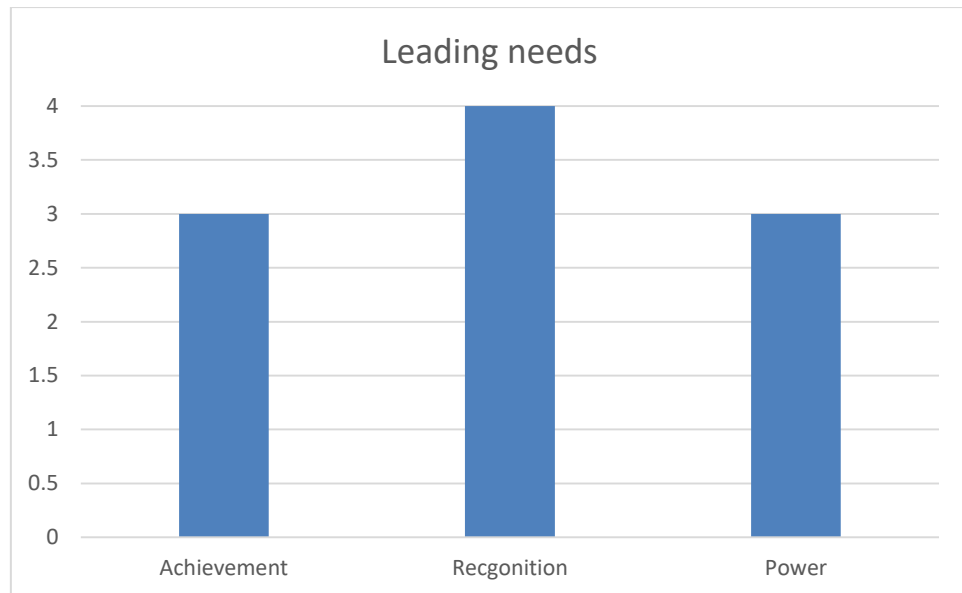


The more you answer 'yes' to the above questions, the greater your ability to maintain the proper level of own motivation, doing a variety of chores. The predominance of negative responses indicate the existence of serious problems in the sphere of self-motivation.



The result of the employee is 136 points (76 to 164 reference), the motivation for avoiding dominant aspiration failure, i.e. achievement motivation - low. This level determines that the employee aspiration to fail is low but in order to get a better performance the employer should do the following:

- Recognize the employee in all the achievements that they have to help them maintain a good level of motivation.
- Make them feel part of the work group by giving and being thankful.
- Improve their quality of life by creating and giving flexibility in their job. For example work some days at home, give flexible schedules, etc.
- Give the employees personal coaching of how to develop and enhance their strategies to reach their goals.



- From question 1-4, you have a high need for achievement.
- From question 5-8, you have strongly expressed the need for belonging to a group, in recognition, to establish good relations with people.
- From question 8-12, you have a strong need for power.

#### Test by Elhers, 27 Points

More than 21 points: Too high level of motivation to succeed. It has been observed that people with a strong desire to achieve success in life is much more than those who have this motivation is weak or absent. Nevertheless, the situation even a minor failure tolerated painful and can greatly complicate the life of the respondent.

With such motivation person aspires to achieve something constructive and positive. At the core of his personality activity lies the hope for the success and need to achieve success.

Motivated by the success of a person is committed to it, and usually a lot of work to achieve success.

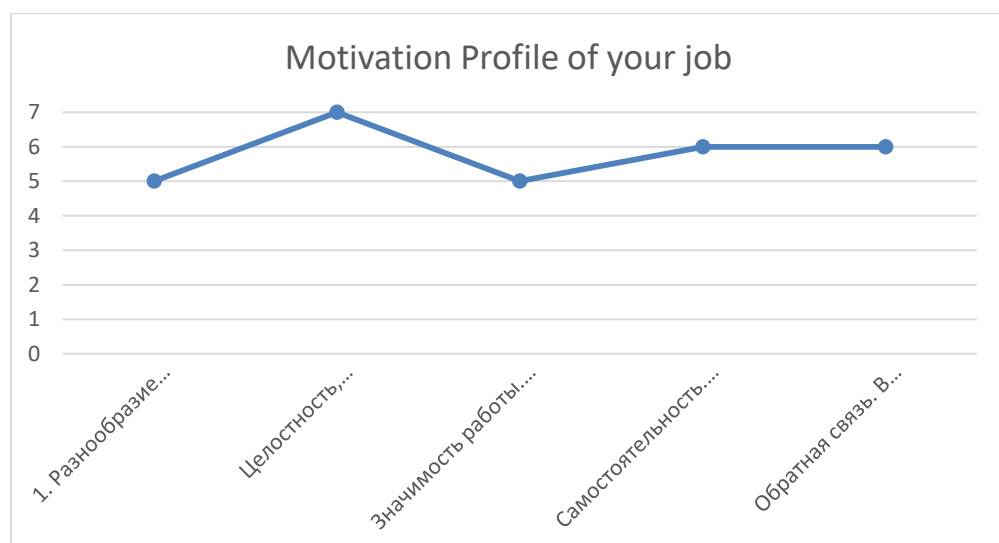
The activities of the people belonging to the group to achieve the domination of motive activity, initiative. They are characterized by full mobilization and concentration to achieve this goal.

They tend to plan for the future for the long term, tending to an adequate level of aspiration and self-esteem. Prefer to choose medium-difficulty or slightly inflated, but achievable goals.

In the case of the alternation of success and failure are prone to exaggeration of the failures. When you run the problematic nature of the tasks under time pressure effectiveness of activities, as a rule, it is improving.

They tend to perceive and experience time as a focused and fast, not aimlessly current. Due to the general optimism, focused on the success of the people, whether adults, children, students, fully realize their abilities and often reach their goals as learning more actively from their mistakes, abandoning hypotheses, once convinced of their insolvency, and faster find the best solutions.

### *Individual 5*



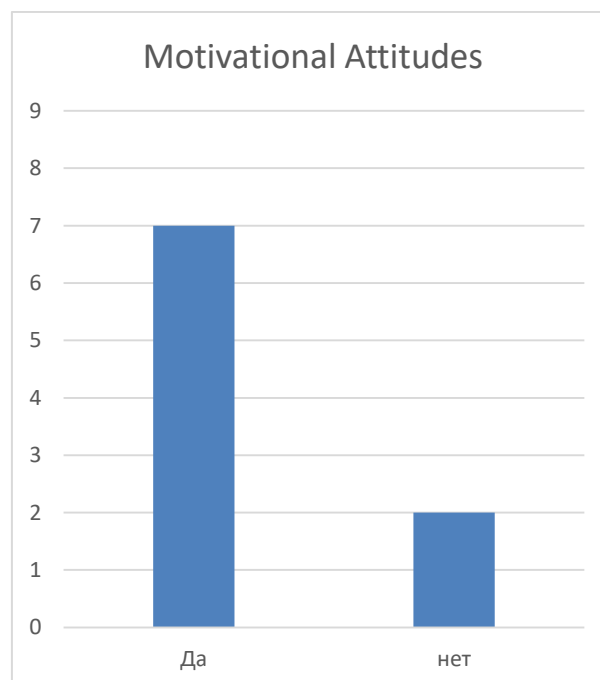
According to the motivation profile instrument, the motivational potential can vary from 1 to 343 units. The employer must draw a motivation profile line according to the specific job and values of importance. It can be noticed that the employee in this case have a low score in the significance of work and variety of work. It is recommended to do the following to enhance the score:

#### Variety of Work

- By time to time change the tasks that the employee receives.
- Offer them to acquire other responsibilities inside the work place.
- Change the routine of the day by giving them more flexibility.
- Help them seek more development inside the organization and training.

#### Significance of work

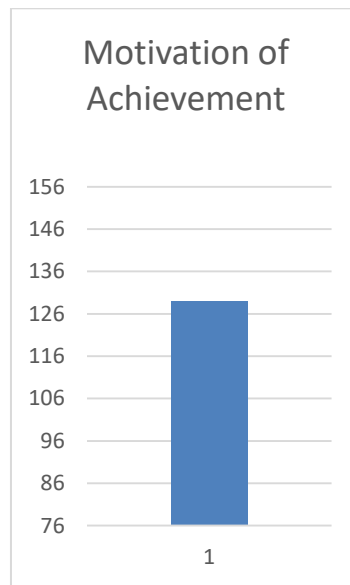
- Offer them challenging tasks.
- Get to know what the employee's objectives in a long term are and help them fulfill them.
- The communication must be clear and objective between managers and employee in order to create a sense of commitment.



The more you answer 'yes' to the above questions, the greater your ability to maintain the proper level of own motivation, doing a variety of chores. The



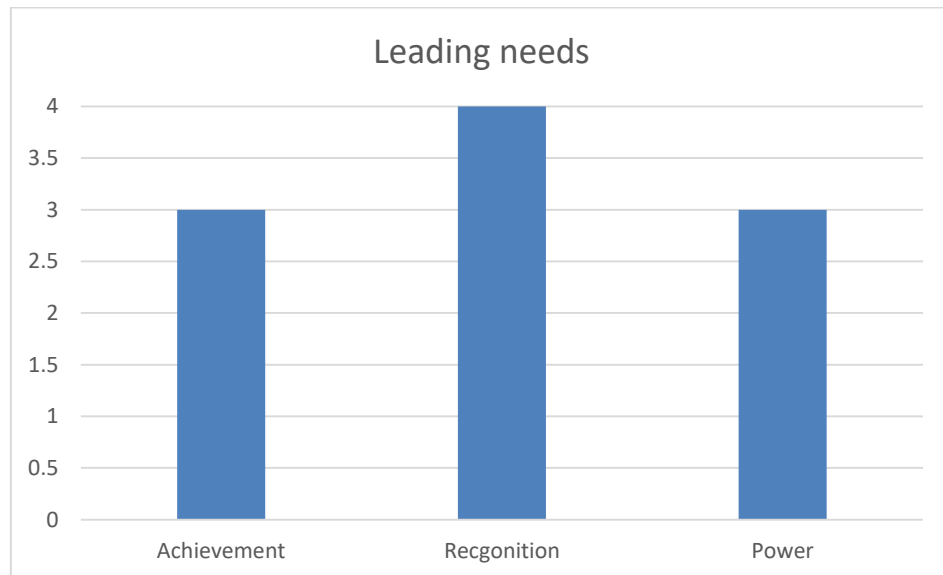
predominance of negative responses indicate the existence of serious problems in the sphere of self-motivation



The result of the employee is 129 points (76 to 164 reference), the motivation for avoiding dominant aspiration failure, i.e. achievement motivation - low. This level determines that the employee aspiration to fail is low but in order to get a better performance the employer should do the following:

- Recognize the employee in all the achievements that they have to help them maintain a good level of motivation.
- Make them feel part of the work group by giving and being thankful.
- Improve their quality of life by creating and giving flexibility in their job. For example work some days at home, give flexible schedules, etc.

Give the employees personal coaching of how to develop and enhance their strategies to reach their goals.



- From question 1-4, you have a high need for achievement.
- From question 5-8, you have strongly expressed the need for belonging to a group, in recognition, to establish good relations with people.
- From question 8-12, you have a strong need for power.

#### Test by Elhers, 21 Points

More than 21 points: Too high level of motivation to succeed. It has been observed that people with a strong desire to achieve success in life is much more than those who have this motivation is weak or absent. Nevertheless, the situation even a minor failure tolerated painful and can greatly complicate the life of the respondent.

With such motivation person aspires to achieve something constructive and positive. At the core of his personality activity lies the hope for the success and need to achieve success.

Motivated by the success of a person is committed to it, and usually a lot of work to achieve success.

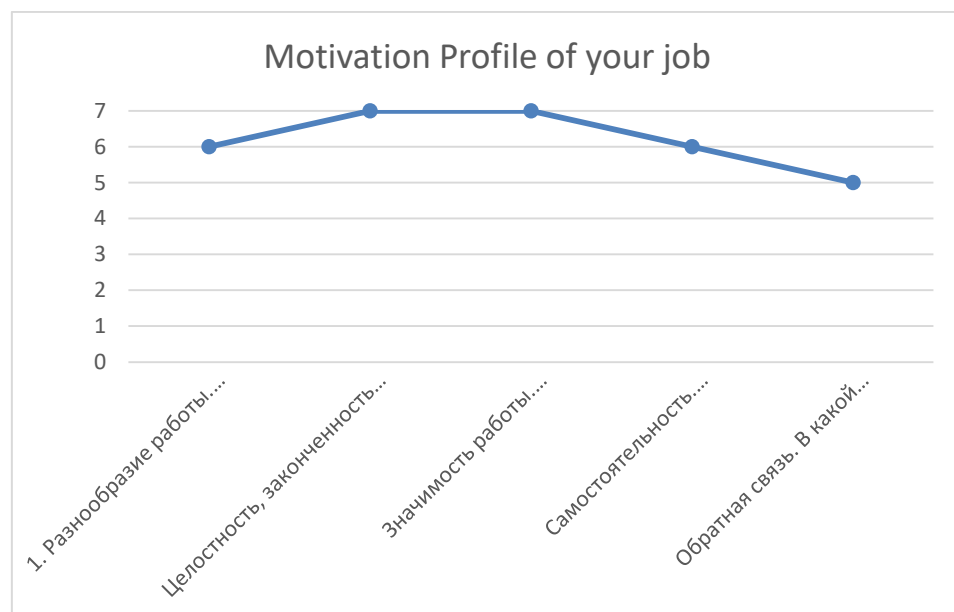
The activities of the people belonging to the group to achieve the domination of motive activity, initiative. They are characterized by full mobilization and concentration to achieve this goal.

They tend to plan for the future for the long term, tending to an adequate level of aspiration and self-esteem. Prefer to choose medium-difficulty or slightly inflated, but achievable goals.

In the case of the alternation of success and failure are prone to exaggeration of the failures. When you run the problematic nature of the tasks under time pressure effectiveness of activities, as a rule, it is improving.

They tend to perceive and experience time as a focused and fast, not aimlessly current. Due to the general optimism, focused on the success of the people, whether adults, children, students, fully realize their abilities and often reach their goals as learning more actively from their mistakes, abandoning hypotheses, once convinced of their insolvency, and faster find the best solutions.

#### *Individual 6*

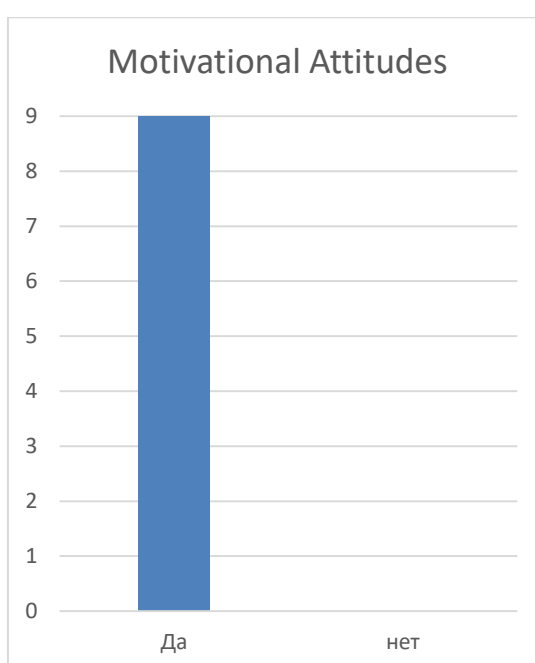


According to the motivation profile instrument, the motivational potential can vary from 1 to 343 units. The employer must draw a motivation profile line according to the specific job and values of importance. It can be noticed that the employee in this case have a low score in the lack of feedback in the position. It is recommended to do the following to enhance the score:

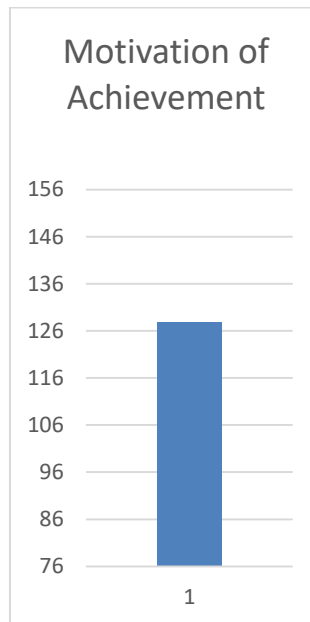
#### **Feedback**

- The feedback must be helpful and useful for the employee.

- The feedback must be and given in an interactive way to the individual.
- The feedback must be with good intentions to improve and not to destroy.
- The feedback must create a commitment in a future or present task.
- The feedback must provide a logic of responsibility.
- The feedback must be in a weekly bases evaluating the employee showing them their strong point and complimenting them.
- Discuss the mistakes and give feedback in what to do or how to approach the problem.

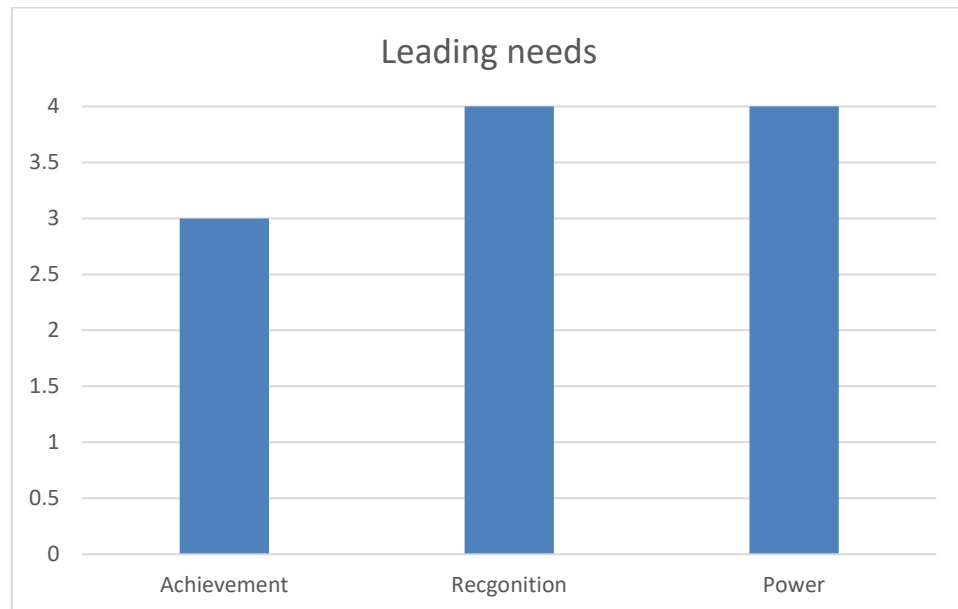


The more you answer 'yes' to the above questions, the greater your ability to maintain the proper level of own motivation, doing a variety of chores. The predominance of negative responses indicate the existence of serious problems in the sphere of self-motivation



The result of the employee is 128 points (76 to 164 reference), the motivation for avoiding dominant aspiration failure, i.e. achievement motivation - low. This level determines that the employee aspiration to fail is low but in order to get a better performance the employer should do the following:

- Recognize the employee in all the achievements that they have to help them maintain a good level of motivation.
- Make them feel part of the work group by giving and being thankful.
- Improve their quality of life by creating and giving flexibility in their job. For example work some days at home, give flexible schedules, etc.
- Give the employees personal coaching of how to develop and enhance their strategies to reach their goals.



- From question 1-4, you have a high need for achievement.
- From question 5-8, you have strongly expressed the need for belonging to a group, in recognition, to establish good relations with people.
- From question 8-12, you have a strong need for power.

#### Test by Elhers -25 Points

More than 21 points: Too high level of motivation to succeed. It has been observed that people with a strong desire to achieve success in life is much more than those who have this motivation is weak or absent. Nevertheless, the situation even a minor failure tolerated painful and can greatly complicate the life of the respondent.

With such motivation person aspires to achieve something constructive and positive. At the core of his personality activity lies the hope for the success and need to achieve success.

Motivated by the success of a person is committed to it, and usually a lot of work to achieve success.

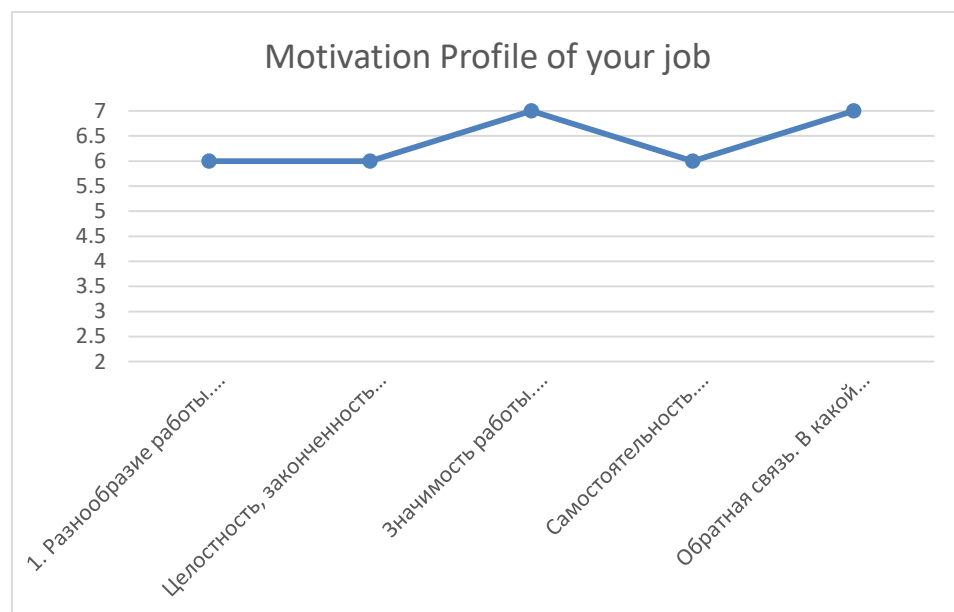
The activities of the people belonging to the group to achieve the domination of motive activity, initiative. They are characterized by full mobilization and concentration to achieve this goal.

They tend to plan for the future for the long term, tending to an adequate level of aspiration and self-esteem. Prefer to choose medium-difficulty or slightly inflated, but achievable goals.

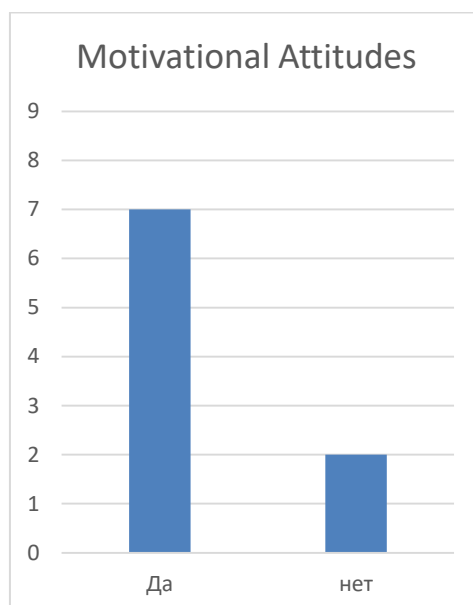
In the case of the alternation of success and failure are prone to exaggeration of the failures. When you run the problematic nature of the tasks under time pressure effectiveness of activities, as a rule, it is improving.

They tend to perceive and experience time as a focused and fast, not aimlessly current. Due to the general optimism, focused on the success of the people, whether adults, children, students, fully realize their abilities and often reach their goals as learning more actively from their mistakes, abandoning hypotheses, once convinced of their insolvency, and faster find the best solutions.

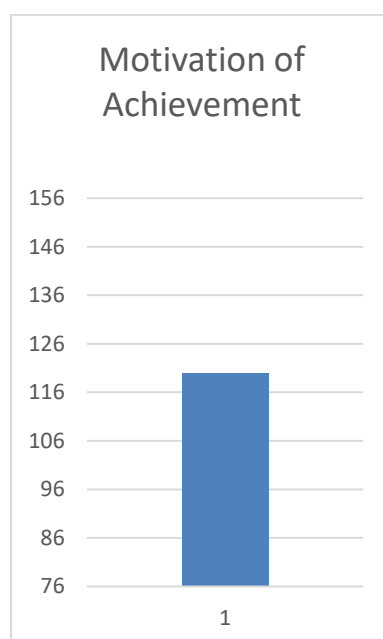
#### *Individual 7*



According to the motivate profile instrument the motivational potential can vary from 1 to 343 units. The employer must draw a motivation profile line according to the specific job and values of importance. It can be seen that in this case the individual have almost a perfect score.



The more you answer 'yes' to the above questions, the greater your ability to maintain the proper level of own motivation, doing a variety of chores. The predominance of negative responses indicate the existence of serious problems in the sphere of self-motivation

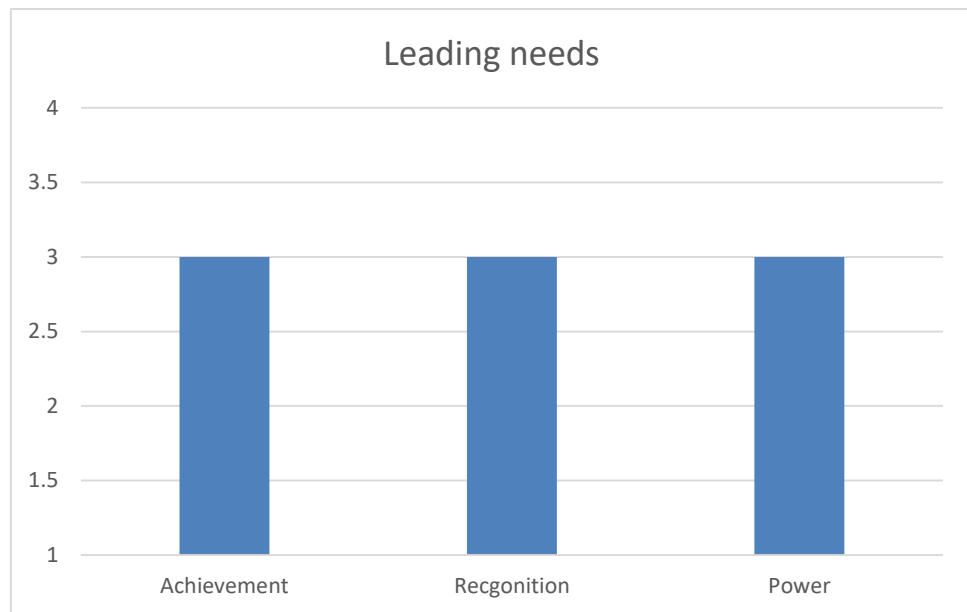


The result of the employee is 120 points (76 to 164 reference), the motivation for avoiding dominant aspiration failure, i.e. achievement motivation - low. This level determines that the employee aspiration to fail is low but in order to get a better performance the employer should do the following:

- Recognize the employee in all the achievements that they have to help them maintain a good level of motivation.



- Make them feel part of the work group by giving and being thankful.
- Improve their quality of life by creating and giving flexibility in their job. For example work some days at home, give flexible schedules, etc.
- Give the employees personal coaching of how to develop and enhance their strategies to reach their goals.



- From question 1-4, you have a high need for achievement.
- From question 5-8, you have strongly expressed the need for belonging to a group, in recognition, to establish good relations with people.
- From question 8-12, you have a strong need for power.

#### Test by Elhers -27 Points

More than 21 points: Too high level of motivation to succeed. It has been observed that people with a strong desire to achieve success in life is much more than those who have this motivation is weak or absent. Nevertheless, the situation even a minor failure tolerated painful and can greatly complicate the life of the respondent.

With such motivation person aspires to achieve something constructive and positive. At the core of his personality activity lies the hope for the success and need to achieve success.

Motivated by the success of a person is committed to it, and usually a lot of work to achieve success.

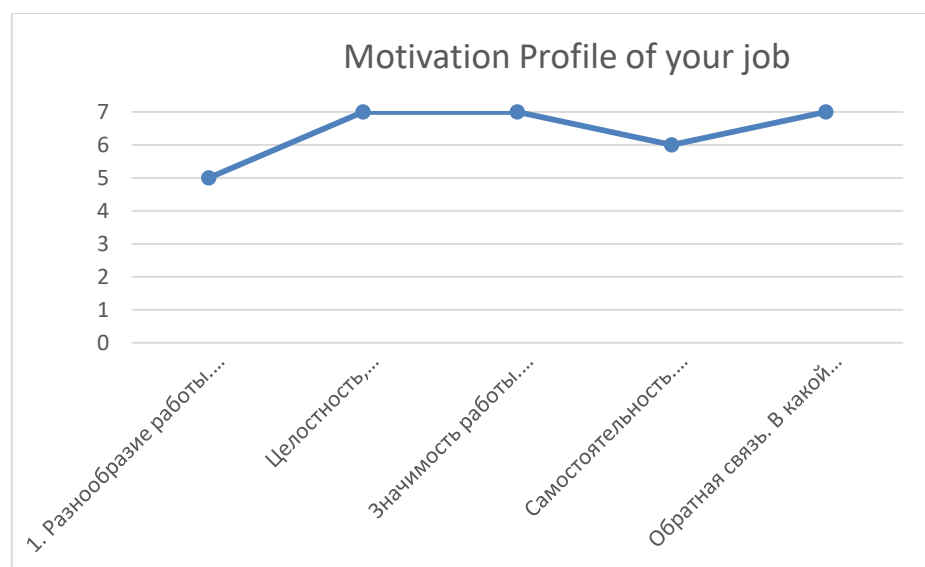
The activities of the people belonging to the group to achieve the domination of motive activity, initiative. They are characterized by full mobilization and concentration to achieve this goal.

They tend to plan for the future for the long term, tending to an adequate level of aspiration and self-esteem. Prefer to choose medium-difficulty or slightly inflated, but achievable goals.

In the case of the alternation of success and failure are prone to exaggeration of the failures. When you run the problematic nature of the tasks under time pressure effectiveness of activities, as a rule, it is improving.

They tend to perceive and experience time as a focused and fast, not aimlessly current. Due to the general optimism, focused on the success of the people, whether adults, children, students, fully realize their abilities and often reach their goals as learning more actively from their mistakes, abandoning hypotheses, once convinced of their insolvency, and faster find the best solutions.

### *Individual 8*

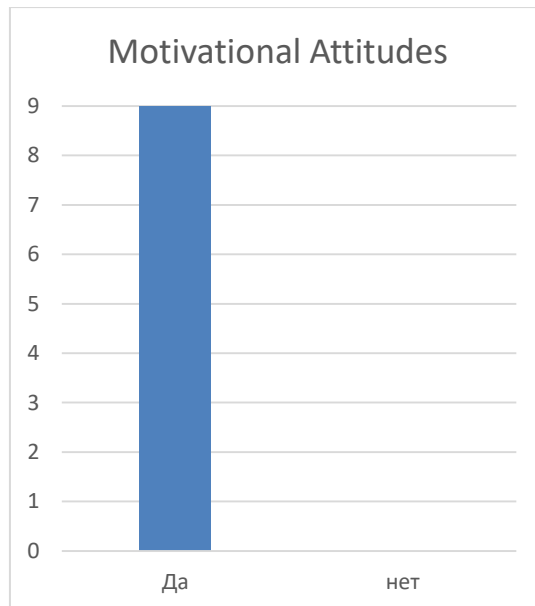


According to the motivation profile instrument, the motivational potential can vary from 1 to 343 units. The employer must draw a motivation profile line according to the specific job and values of importance. It can be noticed that the

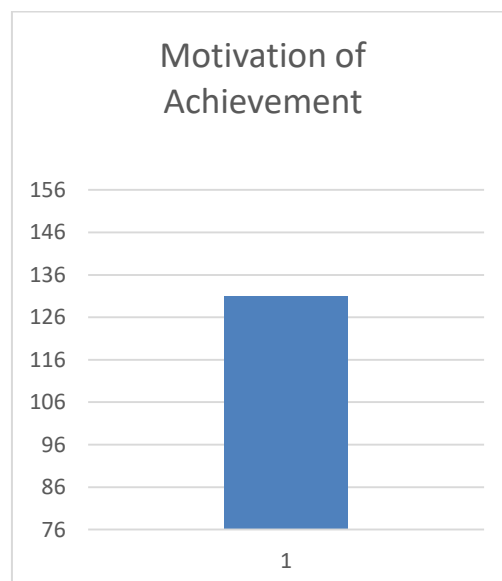
employee in this case have a low score in the variety of work. It is recommended to do the following to enhance the score:

#### Variety of Work

- By time to time change the tasks that the employee receives.
- Offer them to acquire other responsibilities inside the work place.
- Change the routine of the day by giving them more flexibility.
- Help them seek more development inside the organization and training.

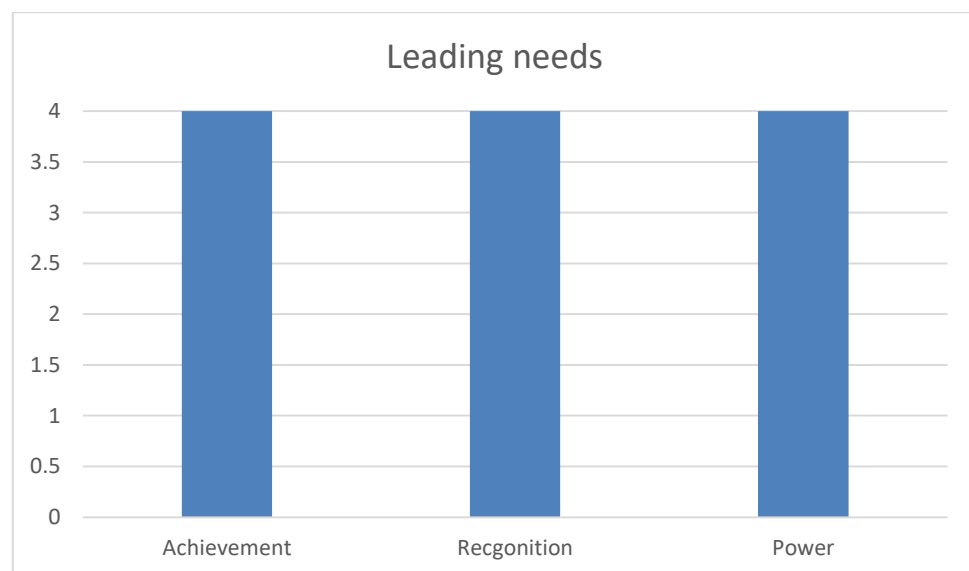


The more you answer 'yes' to the above questions, the greater your ability to maintain the proper level of own motivation, doing a variety of chores. The predominance of negative responses indicate the existence of serious problems in the sphere of self-motivation



The result of the employee is 131 points (76 to 164 reference), the motivation for avoiding dominant aspiration failure, i.e. achievement motivation - low. This level determines that the employee aspiration to fail is low but in order to get a better performance the employer should do the following:

- Recognize the employee in all the achievements that they have to help them maintain a good level of motivation.
- Make them feel part of the work group by giving and being thankful.
- Improve their quality of life by creating and giving flexibility in their job. For example work some days at home, give flexible schedules, etc.
- Give the employees personal coaching of how to develop and enhance their strategies to reach their goals.



- From question 1-4, you have a high need for achievement.
- From question 5-8, you have strongly expressed the need for belonging to a group, in recognition, to establish good relations with people.
- From question 8-12, you have a strong need for power.

#### Test by Elhers -28 Points

More than 21 points: Too high level of motivation to succeed. It has been observed that people with a strong desire to achieve success in life is much more than those who have this motivation is weak or absent. Nevertheless, the situation

even a minor failure tolerated painful and can greatly complicate the life of the respondent.

With such motivation person aspires to achieve something constructive and positive. At the core of his personality activity lies the hope for the success and need to achieve success.

Motivated by the success of a person is committed to it, and usually a lot of work to achieve success.

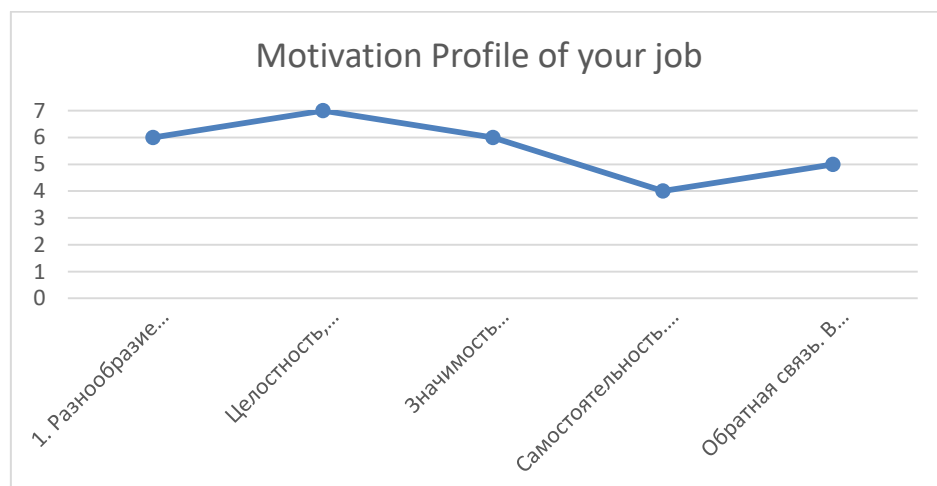
The activities of the people belonging to the group to achieve the domination of motive activity, initiative. They are characterized by full mobilization and concentration to achieve this goal.

They tend to plan for the future for the long term, tending to an adequate level of aspiration and self-esteem. Prefer to choose medium-difficulty or slightly inflated, but achievable goals.

In the case of the alternation of success and failure are prone to exaggeration of the failures. When you run the problematic nature of the tasks under time pressure effectiveness of activities, as a rule, it is improving.

They tend to perceive and experience time as a focused and fast, not aimlessly current. Due to the general optimism, focused on the success of the people, whether adults, children, students, fully realize their abilities and often reach their goals as learning more actively from their mistakes, abandoning hypotheses, once convinced of their insolvency, and faster find the best solutions.

### *Individual 9*



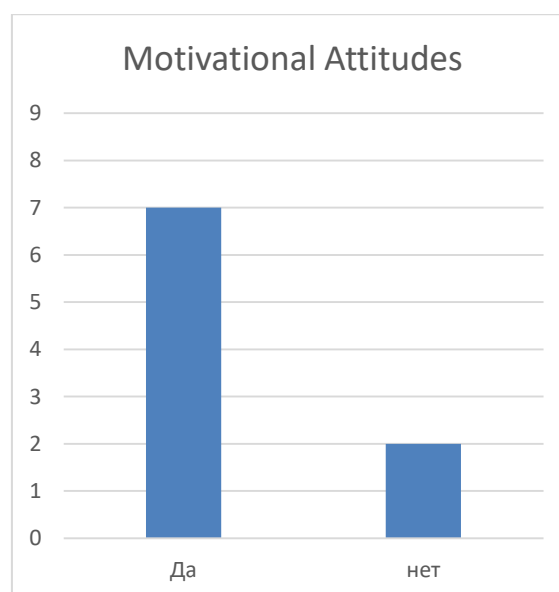
According to the motivation profile instrument, the motivational potential can vary from 1 to 343 units. The employer must draw a motivation profile line according to the specific job and values of importance. It can be noticed that the employee in this case have a low score in the independence and a lack of feedback in the position. It is recommended to do the following to enhance the score:

#### Feedback

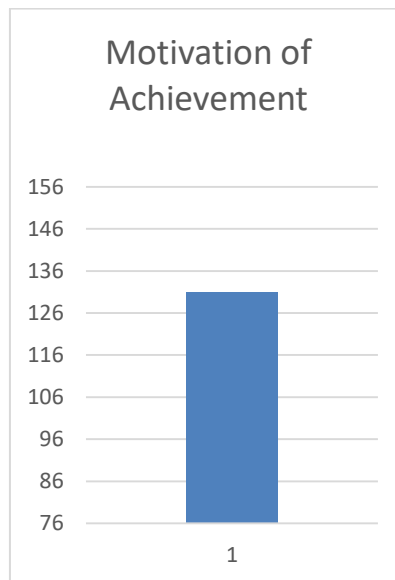
- The feedback must be helpful and useful for the employee.
- The feedback must be and given in an interactive way to the individual.
- The feedback must be with good intentions to improve and not to destroy.
- The feedback must create a commitment in a future or present task.
- The feedback must provide a logic of responsibility.
- The feedback must be in a weekly bases evaluating the employee showing them their strong point and complimenting them.
- Discuss the mistakes and give feedback in what to do or how to approach the problem.

#### Independence at work

- Offer the employee challenging tasks.
- Give them freedom in how to approach and make decisions.
- Review and discuss the results of the tasks.

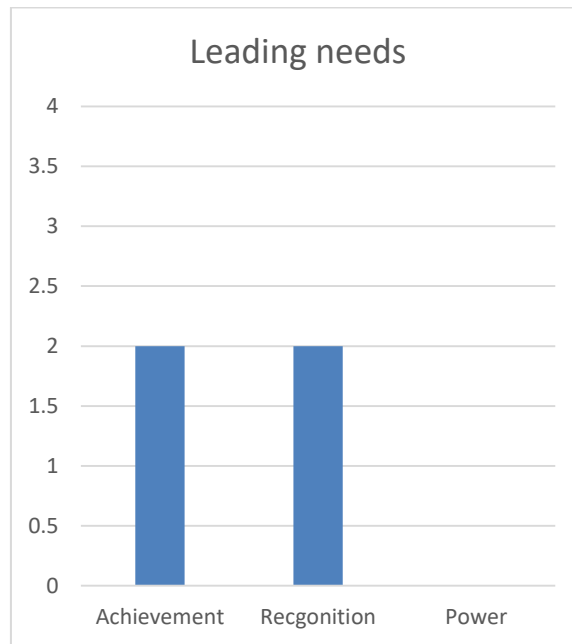


The more you answer 'yes' to the above questions, the greater your ability to maintain the proper level of own motivation, doing a variety of chores. The predominance of negative responses indicate the existence of serious problems in the sphere of self-motivation



The result of the employee is 131 points (76 to 164 reference), the motivation for avoiding dominant aspiration failure, i.e. achievement motivation - low. This level determines that the employee aspiration to fail is low but in order to get a better performance the employer should do the following:

- Recognize the employee in all the achievements that they have to help them maintain a good level of motivation.
- Make them feel part of the work group by giving and being thankful.
- Improve their quality of life by creating and giving flexibility in their job. For example work some days at home, give flexible schedules, etc.
- Give the employees personal coaching of how to develop and enhance their strategies to reach their goals.



- For questions 1-4, you have a high need for achievement.
- For questions 5-8, you have strongly expressed the need for belonging to a group, for questions in recognition, to establish good relations with people.
- For questions 8-12, you have a strong need for power.

It can be seen that the employee is low in the need for power. This doesn't mean that it is not correct, in the other hand it may mean that the employee just started working or there is no aspiration to have power inside the organization. In the case of recognition, the team must make the employee feel as part of them. Giving positive feedbacks, reviews and tips when every task is performed correctly. For achievement the employer has to know the employee needs for a short medium and long term and help to make a plan of objectives to know help in the achievements.

#### Test by Elhers -19 Points

From 17 to 20 points: Moderately high level of motivation; that is, you stand a strong desire to succeed and at a sufficiently high activity, perseverance and persistence you can become a good specialist in their field. As a general rule, at least to achieve professional success, self-esteem of man increases, he becomes more confident in their quest for success in life.



With such motivation person aspires to achieve something constructive and positive. At the core of his personality activity lies the hope for the success and need to achieve success. Motivated by the success of a person is committed to it, and usually a lot of work to achieve success.

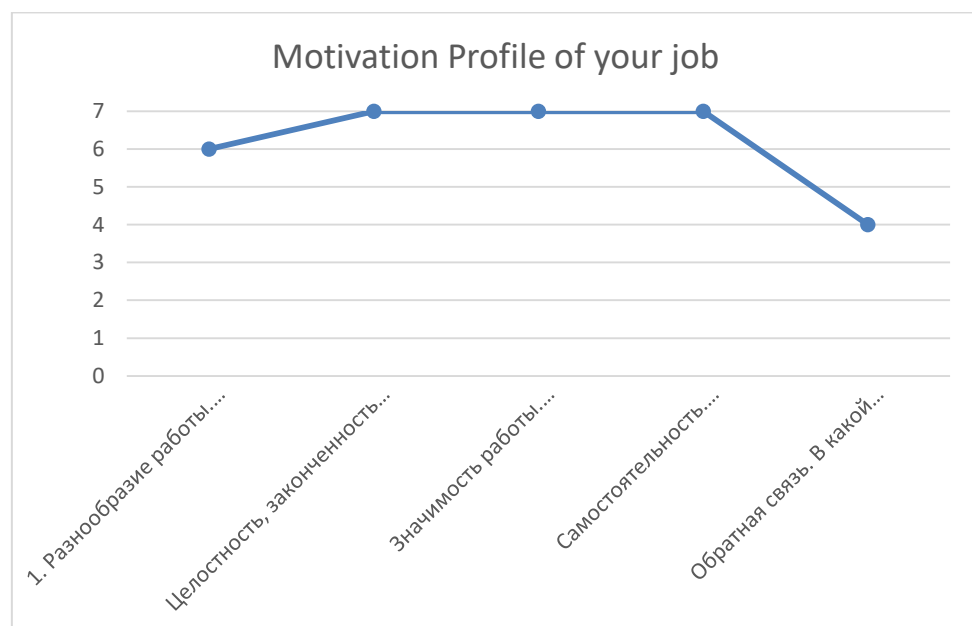
The activities of the people belonging to the group to achieve the domination of motive activity, initiative. They are characterized by full mobilization and concentration to achieve this goal.

They tend to plan for the future for the long term, tending to an adequate level of aspiration and self-esteem. Prefer to choose medium-difficulty or slightly inflated, but achievable goals.

In the case of the alternation of success and failure are prone to exaggeration of the failures. When you run the problematic nature of the tasks under time pressure effectiveness of activities, as a rule, it is improving.

They tend to perceive and experience time as a focused and fast, not aimlessly current. Due to the general optimism, focused on the success of the people, whether adults, children, students, fully realize their abilities and often reach their goals as learning more actively from their mistakes, abandoning hypotheses, once convinced of their insolvency, and faster find the best solutions.

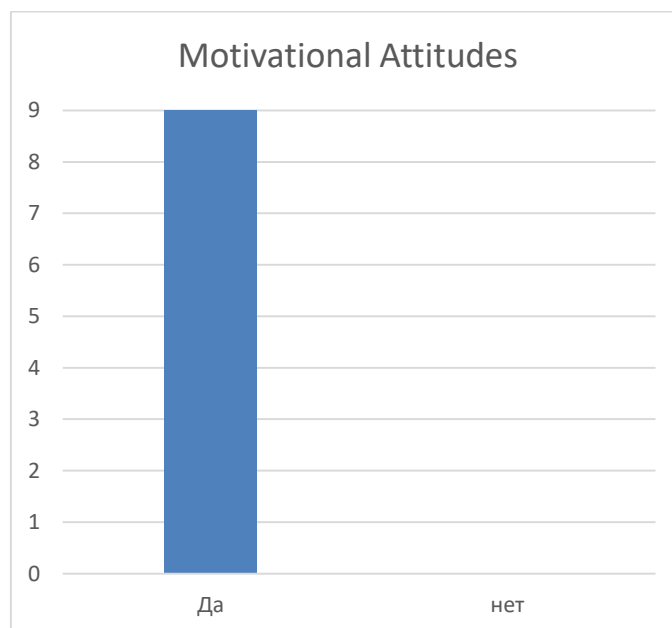
#### *Individual 10*



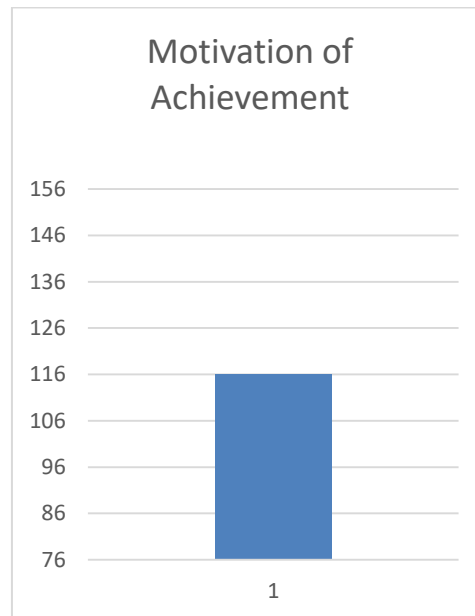
According to the motivation profile instrument, the motivational potential can vary from 1 to 343 units. The employer must draw a motivation profile line according to the specific job and values of importance. It can be noticed that the employee in this case have a low score in the lack of feedback in the position. It is recommended to do the following to enhance the score:

#### Feedback

- The feedback must be helpful and useful for the employee.
- The feedback must be and given in an interactive way to the individual.
- The feedback must be with good intentions to improve and not to destroy.
- The feedback must create a commitment in a future or present task.
- The feedback must provide a logic of responsibility.
- The feedback must be in a weekly bases evaluating the employee showing them their strong point and complimenting them.
- Discuss the mistakes and give feedback in what to do or how to approach the problem.

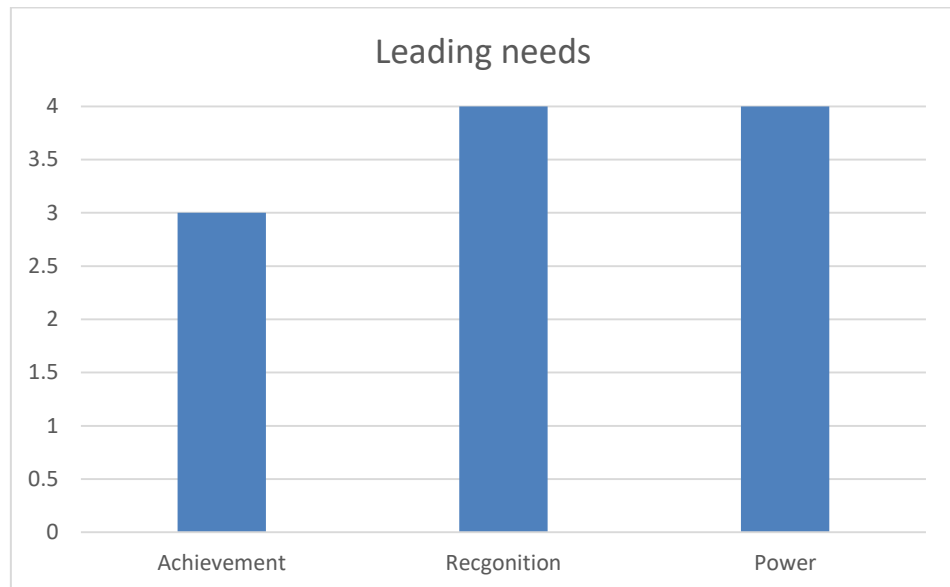


The more you answer 'yes' to the above questions, the greater your ability to maintain the proper level of own motivation, doing a variety of chores. The predominance of negative responses indicate the existence of serious problems in the sphere of self-motivation



The result of the employee is 116 points (76 to 164 reference), the motivation for avoiding dominant aspiration failure, i.e. achievement motivation - low. This level determines that the employee aspiration to fail is low but in order to get a better performance the employer should do the following:

- Recognize the employee in all the achievements that they have to help them maintain a good level of motivation.
- Make them feel part of the work group by giving and being thankful.
- Improve their quality of life by creating and giving flexibility in their job. For example work some days at home, give flexible schedules, etc.
- Give the employees personal coaching of how to develop and enhance their strategies to reach their goals.



- For questions 1-4, you have a high need for achievement.
- For questions 5-8, you have strongly expressed the need for belonging to a group, in recognition, to establish good relations with people.
- For questions 8-12, you have a strong need for power.

#### Test by Elhers -27 Points

More than 21 points: Too high level of motivation to succeed. It has been observed that people with a strong desire to achieve success in life is much more than those who have this motivation is weak or absent. Nevertheless, the situation even a minor failure tolerated painful and can greatly complicate the life of the respondent.

With such motivation person aspires to achieve something constructive and positive. At the core of his personality activity lies the hope for the success and need to achieve success.

Motivated by the success of a person is committed to it, and usually a lot of work to achieve success.

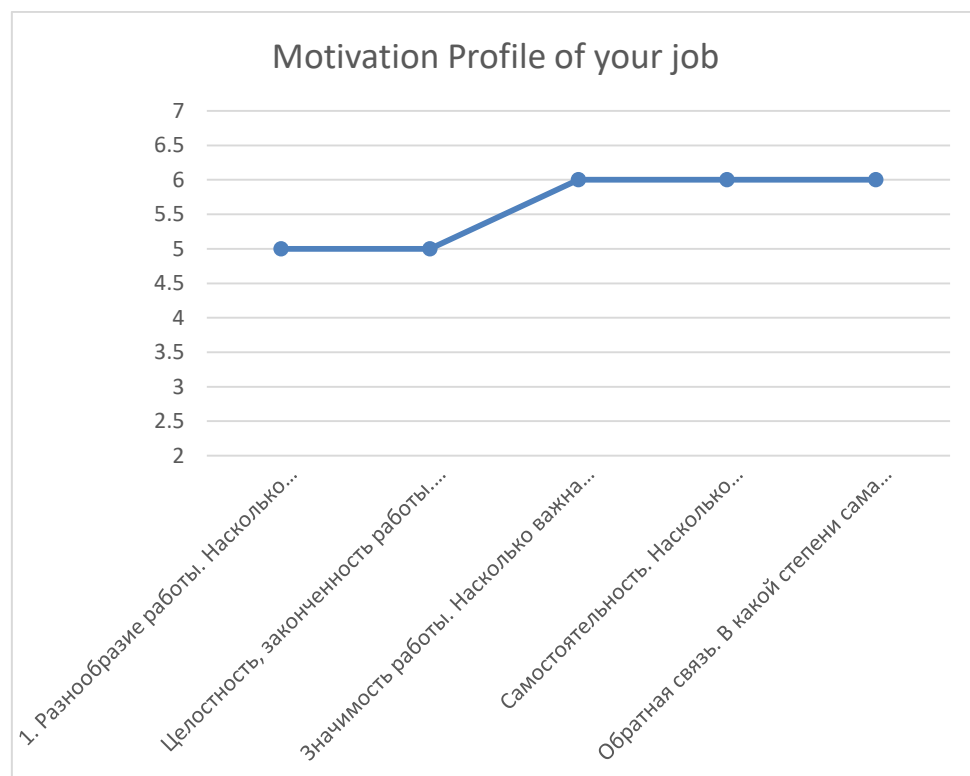
The activities of the people belonging to the group to achieve the domination of motive activity, initiative. They are characterized by full mobilization and concentration to achieve this goal.

They tend to plan for the future for the long term, tending to an adequate level of aspiration and self-esteem. Prefer to choose medium-difficulty or slightly inflated, but achievable goals.

In the case of the alternation of success and failure are prone to exaggeration of the failures. When you run the problematic nature of the tasks under time pressure effectiveness of activities, as a rule, it is improving.

They tend to perceive and experience time as a focused and fast, not aimlessly current. Due to the general optimism, focused on the success of the people, whether adults, children, students, fully realize their abilities and often reach their goals as learning more actively from their mistakes, abandoning hypotheses, once convinced of their insolvency, and faster find the best solutions.

### *Individual 11*



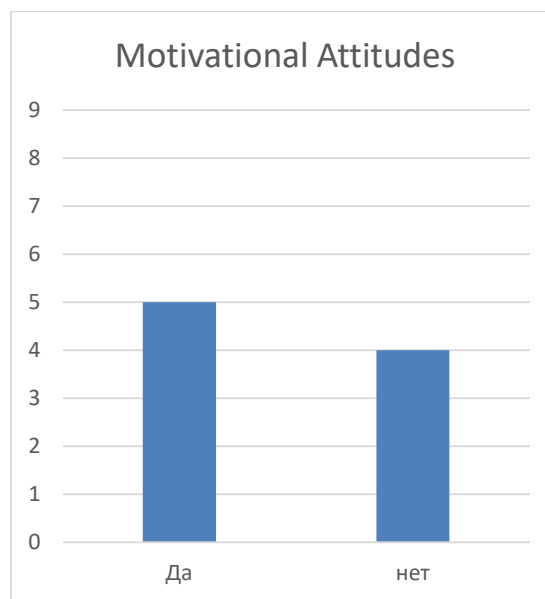
According to the motivation profile instrument, the motivational potential can vary from 1 to 343 units. The employer must draw a motivation profile line according to the specific job and values of importance. It can be noticed that the employee in this case have a low score in the variety of work and integrity in the workplace. It is recommended to do the following to enhance the score:

### Variety of Work

- By time to time change the tasks that the employee receives.
- Offer them to acquire other responsibilities inside the work place.
- Change the routine of the day by giving them more flexibility.
- Help them seek more development inside the organization and training.

### Integrity in the workplace

- Make the employees feel part of the organization by applying the organization mission as a tool to make them feel that they are working for a goal.
- Apply rules and policies when it is the case that may affect the integrity of the employees inside the work place.
- Stablish and reinforce the ethical values of the company apply in the daily work of the employees.

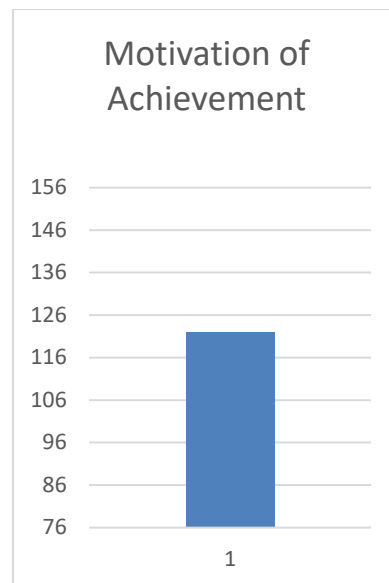


The more you answer 'yes' to the above questions, the greater your ability to maintain the proper level of own motivation, doing a variety of chores. The predominance of negative responses indicate the existence of serious problems in the sphere of self-motivation.

To help the employee to have more self-motivation the employer must do:

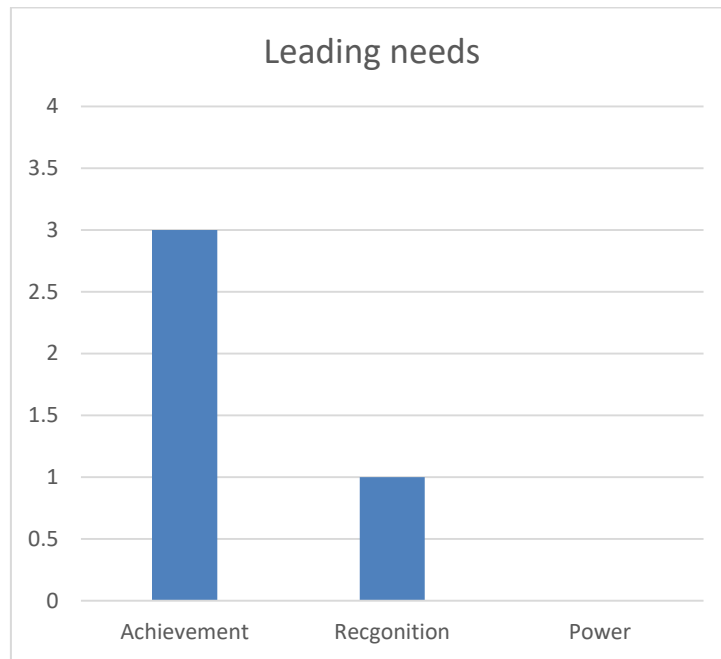
- Help the employee to see its own strengths and key points.
- Know his goals and determine objectives and strategies to achieve them.

- Make the individual to remember the key components of the successful achievements and use them in his favor.
- Know his personal needs and offer help.



The result of the employee is 122 points (76 to 164 reference), the motivation for avoiding dominant aspiration failure, i.e. achievement motivation - low. This level determines that the employee aspiration to fail is low but in order to get a better performance the employer should do the following:

- Recognize the employee in all the achievements that they have to help them maintain a good level of motivation.
- Make them feel part of the work group by giving and being thankful.
- Improve their quality of life by creating and giving flexibility in their job. For example work some days at home, give flexible schedules, etc.
- Give the employees personal coaching of how to develop and enhance their strategies to reach their goals.



- From questions 1-4, you have a high need for achievement.
- From questions 5-8, you have strongly expressed the need for belonging to a group, in recognition, to establish good relations with people.
- From questions 8-12, you have a strong need for power.

It can be seen that the employee is low in the need for power. This doesn't mean that it is not correct, in the other hand it may mean that the employee just started working or there is no aspiration to have power inside the organization. In the case of recognition, the team must make the employee feel as part of them. Giving positive feedbacks, reviews and tips when every task is performed correctly. For achievement the employer has to know the employee needs for a short medium and long term and help to make a plan of objectives to know help in the achievements.

#### Test by Elhers -22 Points

More than 21 points: Too high level of motivation to succeed. It has been observed that people with a strong desire to achieve success in life is much more than those who have this motivation is weak or absent. Nevertheless, the situation even a minor failure tolerated painful and can greatly complicate the life of the respondent.



With such motivation person aspires to achieve something constructive and positive. At the core of his personality activity lies the hope for the success and need to achieve success.

Motivated by the success of a person is committed to it, and usually a lot of work to achieve success.

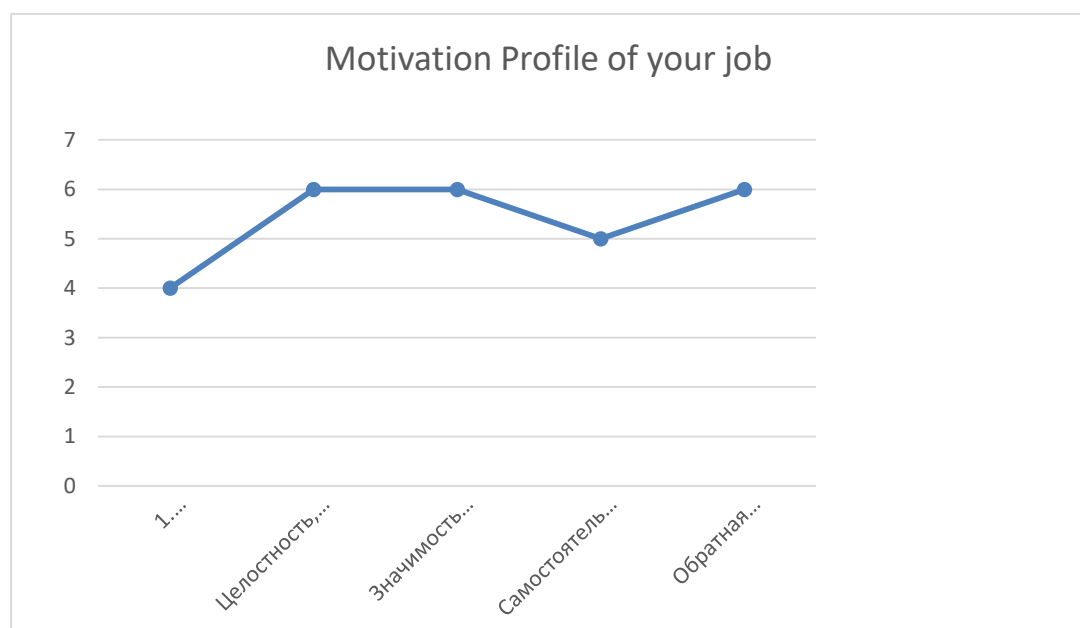
The activities of the people belonging to the group to achieve the domination of motive activity, initiative. They are characterized by full mobilization and concentration to achieve this goal.

They tend to plan for the future for the long term, tending to an adequate level of aspiration and self-esteem. Prefer to choose medium-difficulty or slightly inflated, but achievable goals.

In the case of the alternation of success and failure are prone to exaggeration of the failures. When you run the problematic nature of the tasks under time pressure effectiveness of activities, as a rule, it is improving.

They tend to perceive and experience time as a focused and fast, not aimlessly current. Due to the general optimism, focused on the success of the people, whether adults, children, students, fully realize their abilities and often reach their goals as learning more actively from their mistakes, abandoning hypotheses, once convinced of their insolvency, and faster find the best solutions.

### *Individual 12*



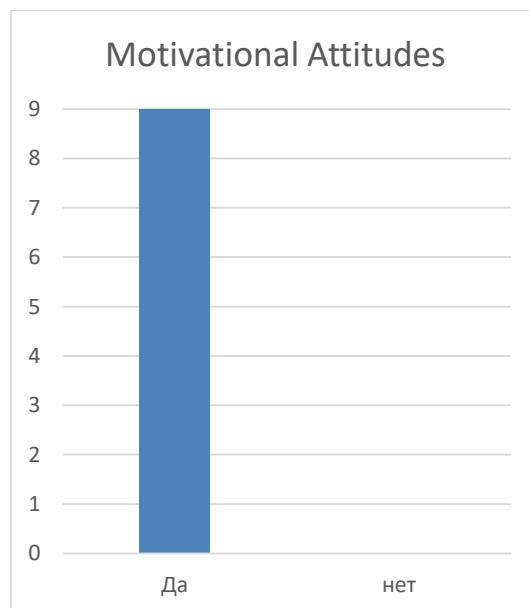
According to the motivation profile instrument, the motivational potential can vary from 1 to 343 units. The employer must draw a motivation profile line according to the specific job and values of importance. It can be noticed that the employee in this case have a low score in the variety of work and in the independence at work. It is recommended to do the following to enhance the score:

#### Variety of Work

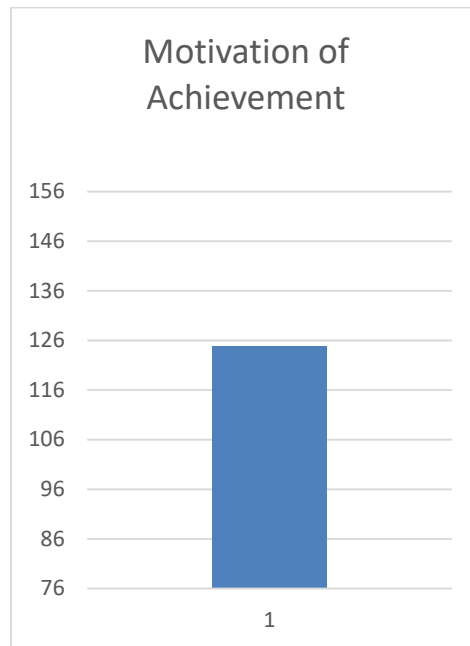
- By time to time change the tasks that the employee receives.
- Offer them to acquire other responsibilities inside the work place.
- Change the routine of the day by giving them more flexibility.
- Help them seek more development inside the organization and training.

#### Independence at work

- Offer the employee challenging tasks.
- Give them freedom in how to approach and make decisions.
- Review and discuss the results of the tasks.

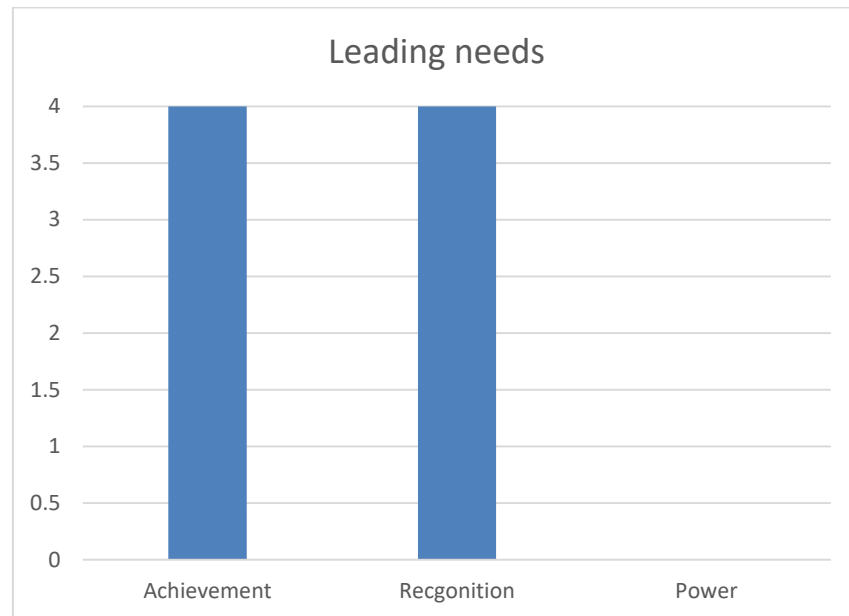


The more you answer 'yes' to the above questions, the greater your ability to maintain the proper level of own motivation, doing a variety of chores. The predominance of negative responses indicate the existence of serious problems in the sphere of self-motivation



The result of the employee is 125 points (76 to 164 reference), the motivation for avoiding dominant aspiration failure, i.e. achievement motivation - low. This level determines that the employee aspiration to fail is low but in order to get a better performance the employer should do the following:

- Recognize the employee in all the achievements that they have to help them maintain a good level of motivation.
- Make them feel part of the work group by giving and being thankful.
- Improve their quality of life by creating and giving flexibility in their job. For example work some days at home, give flexible schedules, etc.
- Give the employees personal coaching of how to develop and enhance their strategies to reach their goals.



- From question 1-4, you have a high need for achievement.
- From question 5-8, you have strongly expressed the need for belonging to a group, in recognition, to establish good relations with people.
- From question 8-12, you have a strong need for power.

It can be seen that the employee is low in the need for power. This doesn't mean that it is not correct, in the other hand it may mean that the employee just started working or there is no aspiration to have power inside the organization. As a recommendation the employer must speak with the employee to know his power aspirations.

#### Test by Elhers -22 Points

More than 21 points: Too high level of motivation to succeed. It has been observed that people with a strong desire to achieve success in life is much more than those who have this motivation is weak or absent. Nevertheless, the situation even a minor failure tolerated painful and can greatly complicate the life of the respondent.

With such motivation person aspires to achieve something constructive and positive. At the core of his personality activity lies the hope for the success and need to achieve success.

Motivated by the success of a person is committed to it, and usually a lot of work to achieve success.

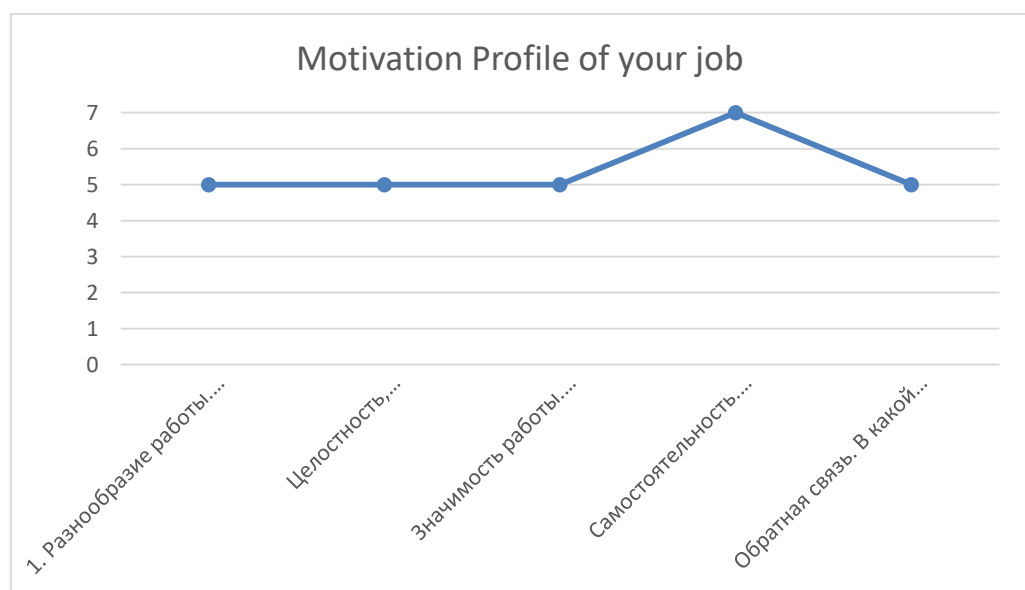
The activities of the people belonging to the group to achieve the domination of motive activity, initiative. They are characterized by full mobilization and concentration to achieve this goal.

They tend to plan for the future for the long term, tending to an adequate level of aspiration and self-esteem. Prefer to choose medium-difficulty or slightly inflated, but achievable goals.

In the case of the alternation of success and failure are prone to exaggeration of the failures. When you run the problematic nature of the tasks under time pressure effectiveness of activities, as a rule, it is improving.

They tend to perceive and experience time as a focused and fast, not aimlessly current. Due to the general optimism, focused on the success of the people, whether adults, children, students, fully realize their abilities and often reach their goals as learning more actively from their mistakes, abandoning hypotheses, once convinced of their insolvency, and faster find the best solutions.

### Individual 13



According to the motivation profile instrument, the motivational potential can vary from 1 to 343 units. The employer must draw a motivation profile line according to the specific job and values of importance. It can be noticed that the employee in this case have a low score in the significance of work, the variety of work, the integrity at work and a lack of feedback in the position. It is recommended to do the following to enhance the score:

#### Variety of Work

- By time to time change the tasks that the employee receives.
- Offer them to acquire other responsibilities inside the work place.
- Change the routine of the day by giving them more flexibility.
- Help them seek more development inside the organization and training.

#### Integrity in the workplace

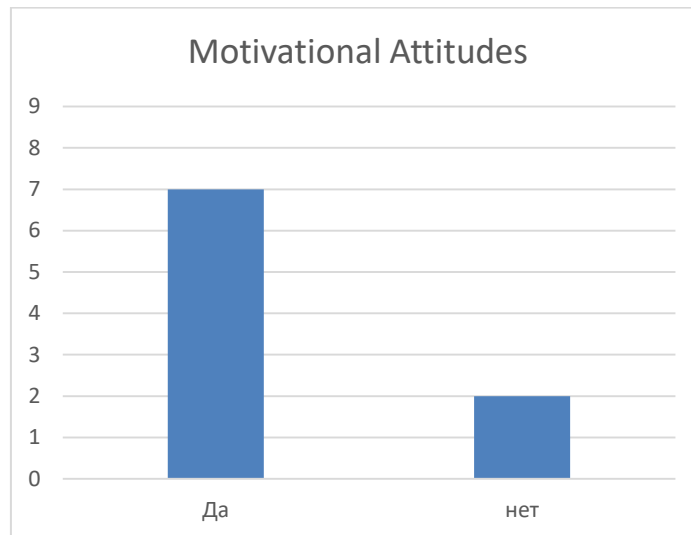
- Make the employees feel part of the organization by applying the organization mission as a tool to make them feel that they are working for a goal.
- Apply rules and policies when it is the case that may affect the integrity of the employees inside the work place.
- Stablish and reinforce the ethical values of the company apply in the daily work of the employees.

#### Feedback

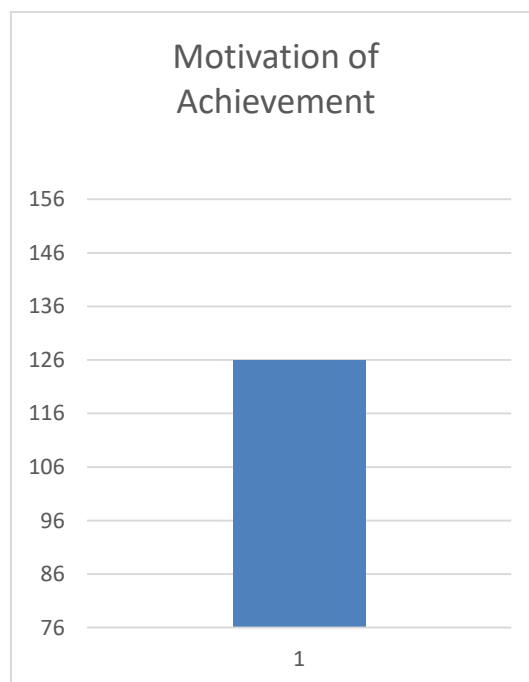
- The feedback must be helpful and useful for the employee.
- The feedback must be and given in an interactive way to the individual.
- The feedback must be with good intentions to improve and not to destroy.
- The feedback must create a commitment in a future or present task.
- The feedback must provide a logic of responsibility.
- The feedback must be in a weekly bases evaluating the employee showing them their strong point and complimenting them.
- Discuss the mistakes and give feedback in what to do or how to approach the problem.

#### Significance of work

- Offer them challenging tasks.
- Get to know what the employee's objectives in a long term are and help them fulfill them.
- The communication must be clear and objective between managers and employee in order to create a sense of commitment.

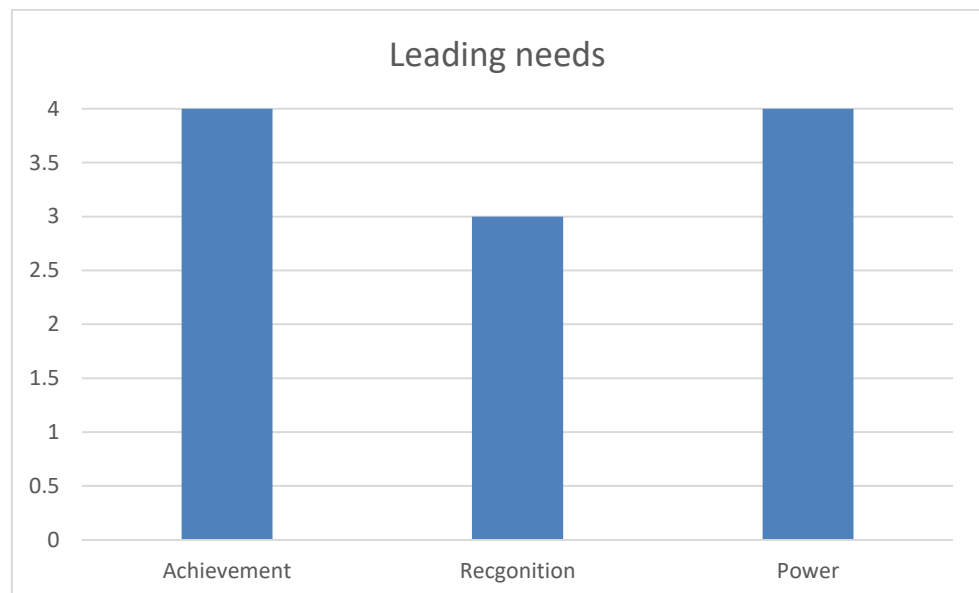


The more you answer 'yes' to the above questions, the greater your ability to maintain the proper level of own motivation, doing a variety of chores. The predominance of negative responses indicate the existence of serious problems in the sphere of self-motivation



The result of the employee is 126 points (76 to 164 reference), the motivation for avoiding dominant aspiration failure, i.e. achievement motivation - low. This level determines that the employee aspiration to fail is low but in order to get a better performance the employer should do the following:

- Recognize the employee in all the achievements that they have to help them maintain a good level of motivation.
- Make them feel part of the work group by giving and being thankful.
- Improve their quality of life by creating and giving flexibility in their job. For example work some days at home, give flexible schedules, etc.
- Give the employees personal coaching of how to develop and enhance their strategies to reach their goals.



- From question 1-4, you have a high need for achievement.
- From questions 5-8, you have strongly expressed the need for belonging to a group, in recognition, to establish good relations with people.
- From question 8-12, you have a strong need for power.

#### Test by Elhers -31 Points

More than 21 points: Too high level of motivation to succeed. It has been observed that people with a strong desire to achieve success in life is much more than those who have this motivation is weak or absent. Nevertheless, the situation



even a minor failure tolerated painful and can greatly complicate the life of the respondent.

With such motivation person aspires to achieve something constructive and positive. At the core of his personality activity lies the hope for the success and need to achieve success.

Motivated by the success of a person is committed to it, and usually a lot of work to achieve success.

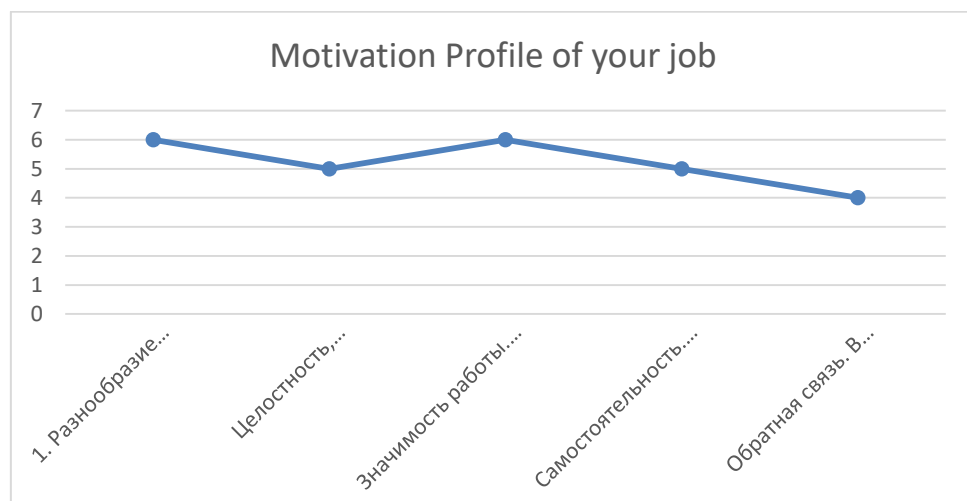
The activities of the people belonging to the group to achieve the domination of motive activity, initiative. They are characterized by full mobilization and concentration to achieve this goal.

They tend to plan for the future for the long term, tending to an adequate level of aspiration and self-esteem. Prefer to choose medium-difficulty or slightly inflated, but achievable goals.

In the case of the alternation of success and failure are prone to exaggeration of the failures. When you run the problematic nature of the tasks under time pressure effectiveness of activities, as a rule, it is improving.

They tend to perceive and experience time as a focused and fast, not aimlessly current. Due to the general optimism, focused on the success of the people, whether adults, children, students, fully realize their abilities and often reach their goals as learning more actively from their mistakes, abandoning hypotheses, once convinced of their insolvency, and faster find the best solutions.

#### *Individual 14*



According to the motivation profile instrument, the motivational potential can vary from 1 to 343 units. The employer must draw a motivation profile line according to the specific job and values of importance. It can be noticed that the employee in this case have a low score in the integrity at work, the independence and a lack of feedback in the position. It is recommended to do the following to enhance the score:

#### Integrity in the workplace

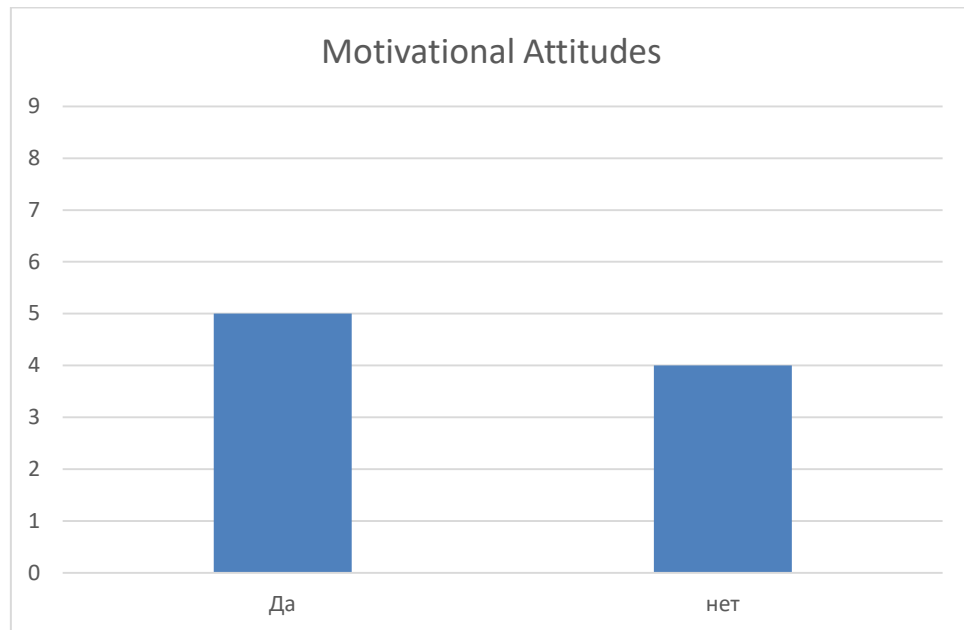
- Make the employees feel part of the organization by applying the organization mission as a tool to make them feel that they are working for a goal.
- Apply rules and policies when it is the case that may affect the integrity of the employees inside the work place.
- Stablish and reinforce the ethical values of the company apply in the daily work of the employees.

#### Feedback

- The feedback must be helpful and useful for the employee.
- The feedback must be and given in an interactive way to the individual.
- The feedback must be with good intentions to improve and not to destroy.
- The feedback must create a commitment in a future or present task.
- The feedback must provide a logic of responsibility.
- The feedback must be in a weekly bases evaluating the employee showing them their strong point and complimenting them.
- Discuss the mistakes and give feedback in what to do or how to approach the problem.

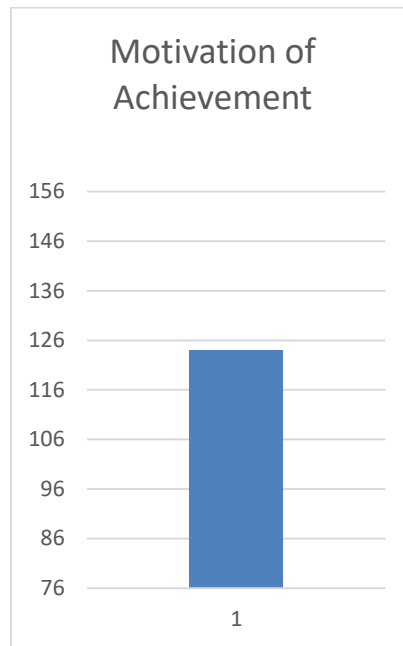
#### Independence at work

- Offer the employee challenging tasks.
- Give them freedom in how to approach and make decisions.
- Review and discuss the results of the tasks.



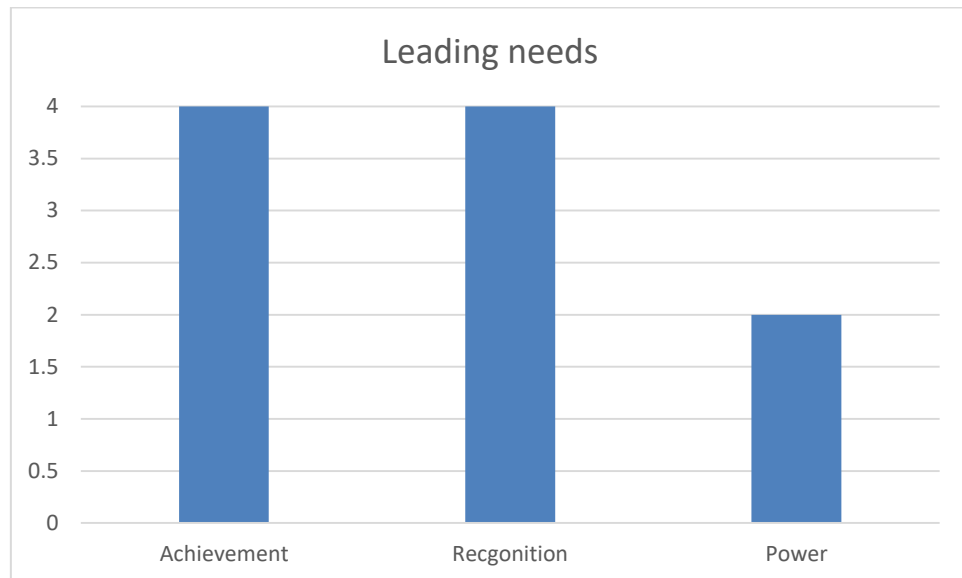
The more you answer 'yes' to the above questions, the greater your ability to maintain the proper level of own motivation, doing a variety of chores. The predominance of negative responses indicate the existence of serious problems in the sphere of self-motivation.

- Offer the employees opportunities to develop their career.
- Let them participate in the decisions.
- Make a strong work team.
- Give them respect.
- Give them a fair treatment.
- Identify what motivates them.



The result of the employee is 124 points (76 to 164 reference), the motivation for avoiding dominant aspiration failure, i.e. achievement motivation - low. This level determines that the employee aspiration to fail is low but in order to get a better performance the employer should do the following:

- Recognize the employee in all the achievements that they have to help them maintain a good level of motivation.
- Make them feel part of the work group by giving and being thankful.
- Improve their quality of life by creating and giving flexibility in their job. For example work some days at home, give flexible schedules, etc.
- Give the employees personal coaching of how to develop and enhance their strategies to reach their goals.



- From question 1-4, you have a high need for achievement.
- From questions 5-8, you have strongly expressed the need for belonging to a group, in recognition, to establish good relations with people.
- From question 8-12, you have a strong need for power.

It can be seen that the employee is low in the need for power. This doesn't mean that it is not correct, in the other hand it may mean that the employee just started working or there is no aspiration to have power inside the organization. As a recommendation the employer must speak with the employee to know his power aspirations.

#### Test by Elhers -31 Points

More than 21 points: Too high level of motivation to succeed. It has been observed that people with a strong desire to achieve success in life is much more than those who have this motivation is weak or absent. Nevertheless, the situation even a minor failure tolerated painful and can greatly complicate the life of the respondent.

With such motivation person aspires to achieve something constructive and positive. At the core of his personality activity lies the hope for the success and need to achieve success.

Motivated by the success of a person is committed to it, and usually a lot of work to achieve success.

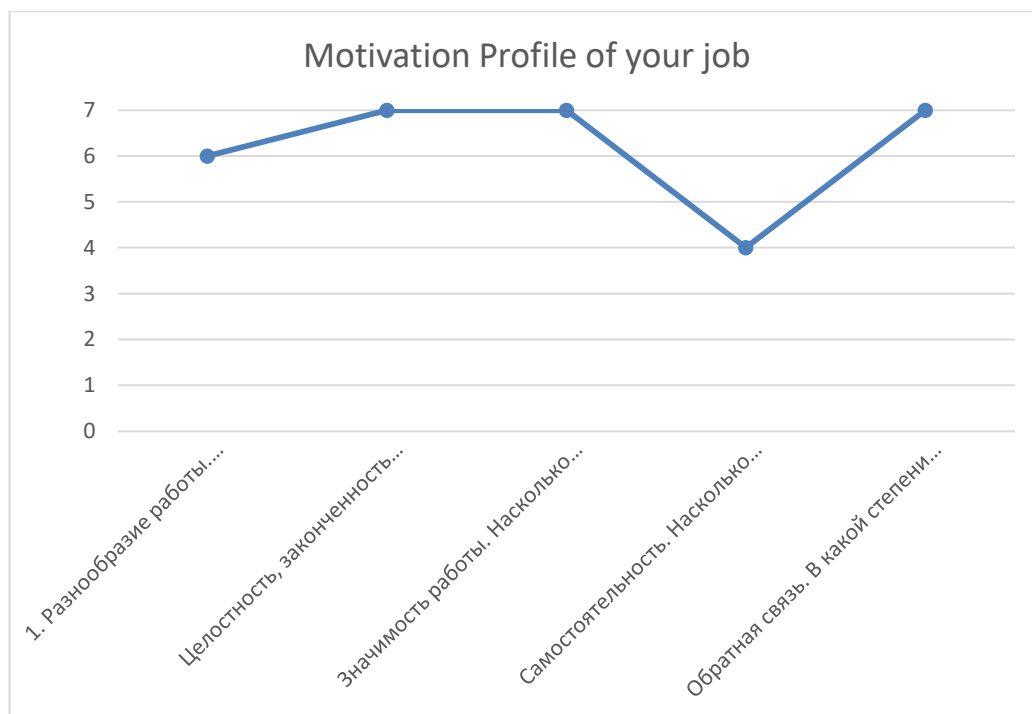
The activities of the people belonging to the group to achieve the domination of motive activity, initiative. They are characterized by full mobilization and concentration to achieve this goal.

They tend to plan for the future for the long term, tending to an adequate level of aspiration and self-esteem. Prefer to choose medium-difficulty or slightly inflated, but achievable goals.

In the case of the alternation of success and failure are prone to exaggeration of the failures. When you run the problematic nature of the tasks under time pressure effectiveness of activities, as a rule, it is improving.

They tend to perceive and experience time as a focused and fast, not aimlessly current. Due to the general optimism, focused on the success of the people, whether adults, children, students, fully realize their abilities and often reach their goals as learning more actively from their mistakes, abandoning hypotheses, once convinced of their insolvency, and faster find the best solutions.

### *Individual 15*

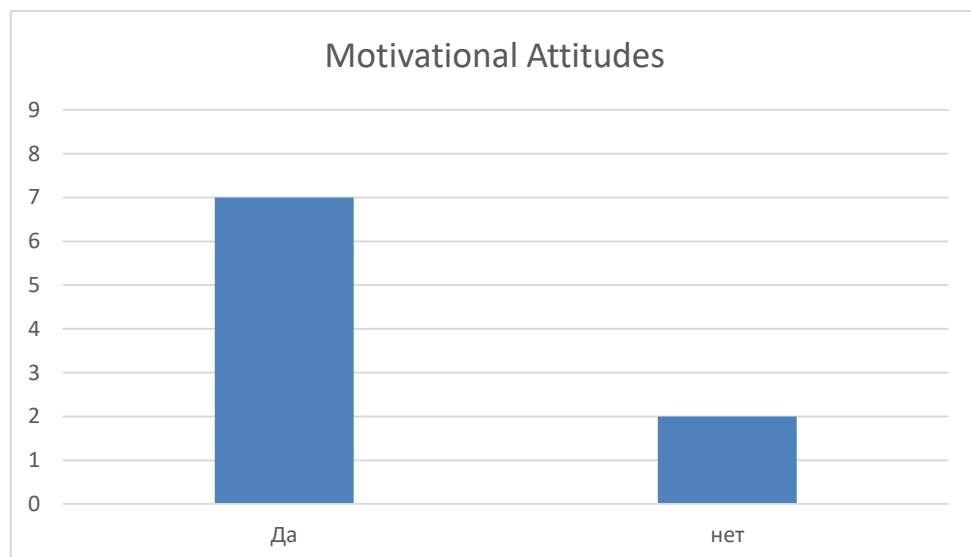


According to the motivation profile instrument, the motivational potential can vary from 1 to 343 units. The employer must draw a motivation profile line according to the specific job and values of importance. It can be noticed that the

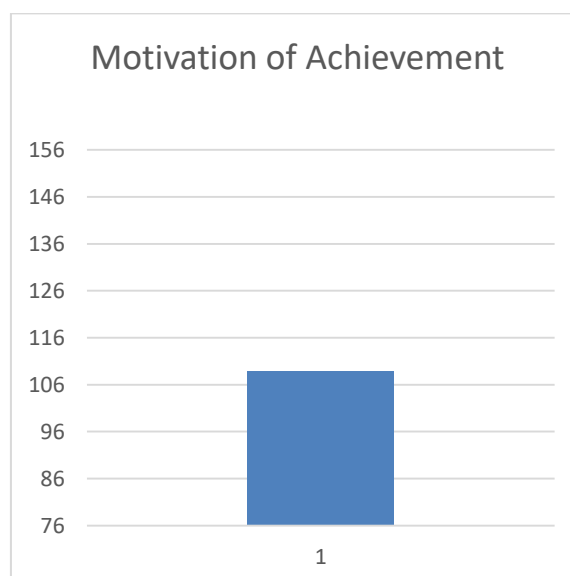
employee in this case have a low score in the independence in the position. It is recommended to do the following to enhance the score:

#### Independence at work

- Offer the employee challenging tasks.
- Give them freedom in how to approach and make decisions.
- Review and discuss the results of the tasks.



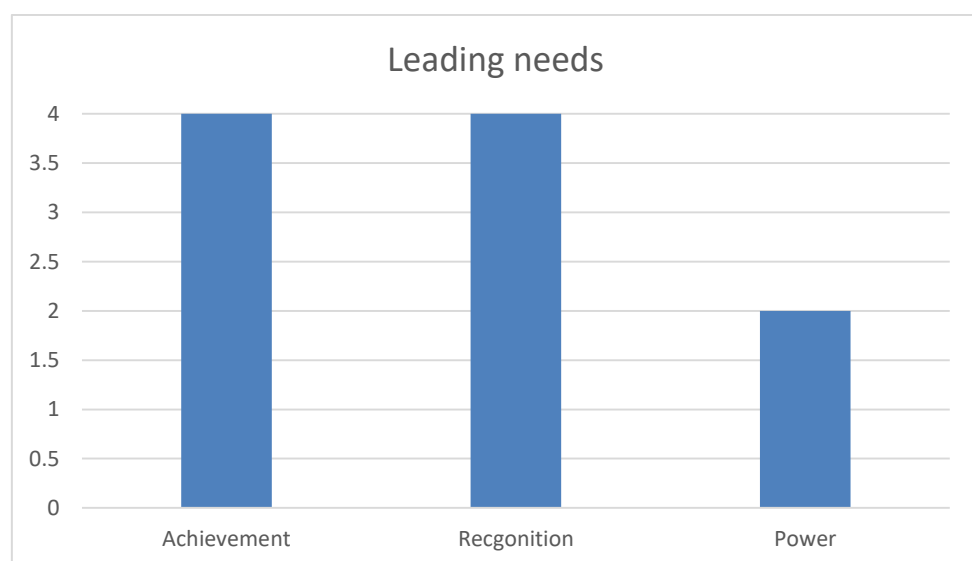
The more you answer 'yes' to the above questions, the greater your ability to maintain the proper level of own motivation, doing a variety of chores. The predominance of negative responses indicate the existence of serious problems in the sphere of self-motivation



The result of the employee is 109 points (76 to 164 reference), the motivation for avoiding dominant aspiration failure, i.e. achievement motivation -

low. This level determines that the employee aspiration to fail is low but in order to get a better performance the employer should do the following:

- Recognize the employee in all the achievements that they have to help them maintain a good level of motivation.
- Make them feel part of the work group by giving and being thankful.
- Improve their quality of life by creating and giving flexibility in their job. For example work some days at home, give flexible schedules, etc.
- Give the employees personal coaching of how to develop and enhance their strategies to reach their goals.



- From questions 1-4, you have a high need for achievement.
- From questions 5-8, you have strongly expressed the need for belonging to a group, in recognition, to establish good relations with people.
- From questions 8-12, you have a strong need for power.

It can be seen that the employee is low in the need for power. This doesn't mean that it is not correct, in the other hand it may mean that the employee just started working or there is no aspiration to have power inside the organization. As a recommendation the employer must speak with the employee to know his power aspirations.

Test by Elhers -20 Points



From 17 to 20 points: Moderately high level of motivation; that is, you stand a strong desire to succeed and at a sufficiently high activity, perseverance and persistence you can become a good specialist in their field. As a general rule, at least to achieve professional success, self-esteem of man increases, he becomes more confident in their quest for success in life.

With such motivation person aspires to achieve something constructive and positive. At the core of his personality activity lies the hope for the success and need to achieve success. Motivated by the success of a person is committed to it, and usually a lot of work to achieve success.

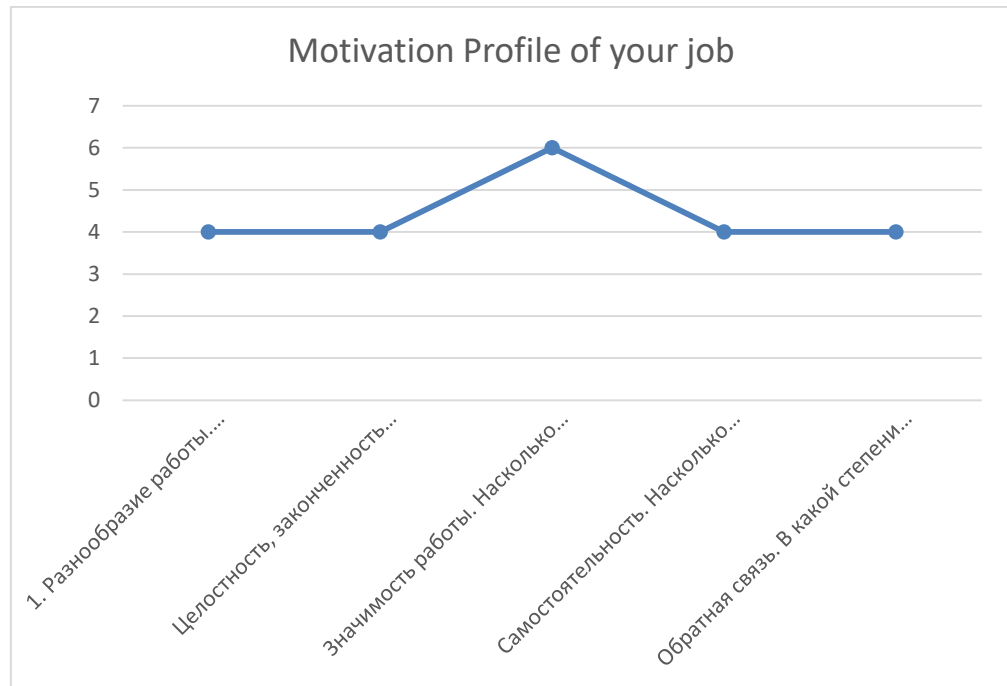
The activities of the people belonging to the group to achieve the domination of motive activity, initiative. They are characterized by full mobilization and concentration to achieve this goal.

They tend to plan for the future for the long term, tending to an adequate level of aspiration and self-esteem. Prefer to choose medium-difficulty or slightly inflated, but achievable goals.

In the case of the alternation of success and failure are prone to exaggeration of the failures. When you run the problematic nature of the tasks under time pressure effectiveness of activities, as a rule, it is improving.

They tend to perceive and experience time as a focused and fast, not aimlessly current. Due to the general optimism, focused on the success of the people, whether adults, children, students, fully realize their abilities and often reach their goals as learning more actively from their mistakes, abandoning hypotheses, once convinced of their insolvency, and faster find the best

## Individual 16



According to the motivation profile instrument, the motivational potential can vary from 1 to 343 units. The employer must draw a motivation profile line according to the specific job and values of importance. It can be noticed that the employee in this case have a low score in the variety of work, the independence, integrity at work and a lack of feedback in the position. It is recommended to do the following to enhance the score:

### Variety of Work

- By time to time change the tasks that the employee receives.
- Offer them to acquire other responsibilities inside the work place.
- Change the routine of the day by giving them more flexibility.
- Help them seek more development inside the organization and training.

### Integrity in the workplace

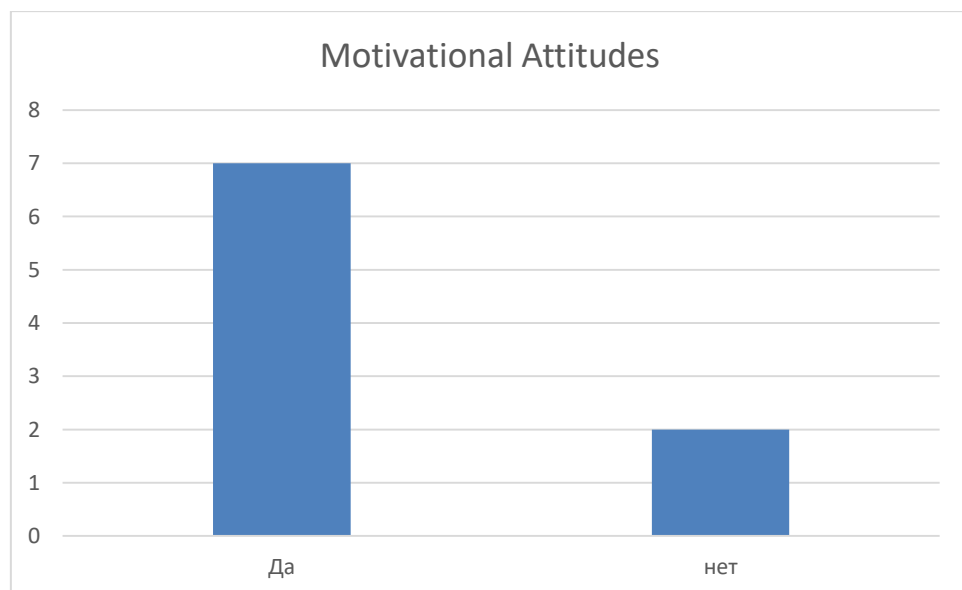
- Make the employees feel part of the organization by applying the organization mission as a tool to make them feel that they are working for a goal.
- Apply rules and policies when it is the case that may affect the integrity of the employees inside the work place.
- Stablish and reinforce the ethical values of the company apply in the daily work of the employees.

## Feedback

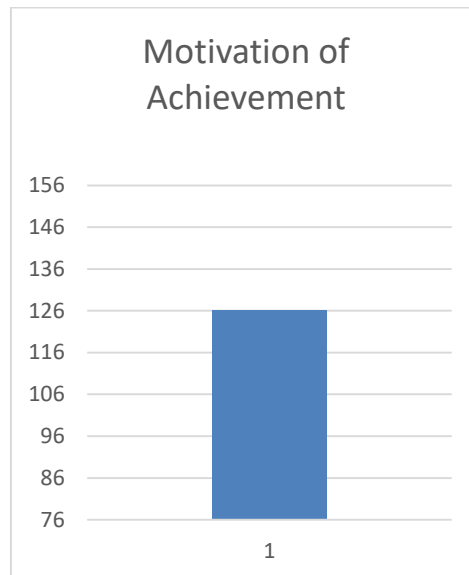
- The feedback must be helpful and useful for the employee.
- The feedback must be and given in an interactive way to the individual.
- The feedback must be with good intentions to improve and not to destroy.
- The feedback must create a commitment in a future or present task.
- The feedback must provide a logic of responsibility.
- The feedback must be in a weekly bases evaluating the employee showing them their strong point and complimenting them.
- Discuss the mistakes and give feedback in what to do or how to approach the problem.

## Independence at work

- Offer the employee challenging tasks.
- Give them freedom in how to approach and make decisions.
- Review and discuss the results of the tasks.

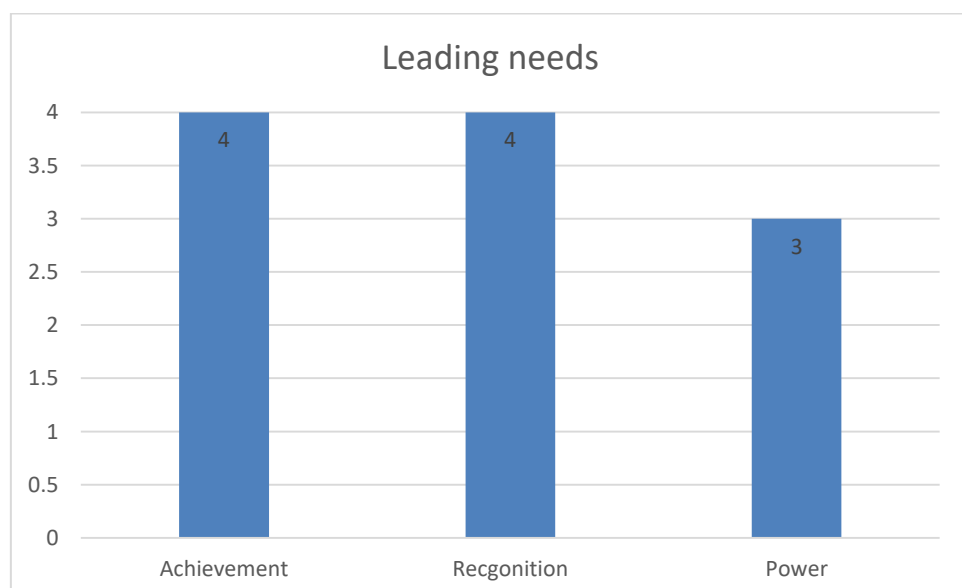


The more you answer 'yes' to the above questions, the greater your ability to maintain the proper level of own motivation, doing a variety of chores. The predominance of negative responses indicate the existence of serious problems in the sphere of self-motivation



The result of the employee is 126 points (76 to 164 reference), the motivation for avoiding dominant aspiration failure, i.e. achievement motivation - low. This level determines that the employee aspiration to fail is low but in order to get a better performance the employer should do the following:

- Recognize the employee in all the achievements that they have to help them maintain a good level of motivation.
- Make them feel part of the work group by giving and being thankful.
- Improve their quality of life by creating and giving flexibility in their job. For example work some days at home, give flexible schedules, etc.
- Give the employees personal coaching of how to develop and enhance their strategies to reach their goals.



- From questions 1-4, you have a high need for achievement.
- From questions 5-8, you have strongly expressed the need for belonging to a group, in recognition, to establish good relations with people.
- From questions 8-12, you have a strong need for power.

#### Test by Elhers -22 Points

More than 21 points: Too high level of motivation to succeed. It has been observed that people with a strong desire to achieve success in life is much more than those who have this motivation is weak or absent. Nevertheless, the situation even a minor failure tolerated painful and can greatly complicate the life of the respondent.

With such motivation person aspires to achieve something constructive and positive. At the core of his personality activity lies the hope for the success and need to achieve success.

Motivated by the success of a person is committed to it, and usually a lot of work to achieve success.

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They tend to plan for the future for the long term, tending to an adequate level of aspiration and self-esteem. Prefer to choose medium-difficulty or slightly inflated, but achievable goals.

In the case of the alternation of success and failure are prone to exaggeration of the failures. When you run the problematic nature of the tasks under time pressure effectiveness of activities, as a rule, it is improving.

They tend to perceive and experience time as a focused and fast, not aimlessly current. Due to the general optimism, focused on the success of the people, whether adults, children, students, fully realize their abilities and often reach their goals as learning more actively from their mistakes, abandoning hypotheses, once convinced of their insolvency, and faster find the best solute.

### **3 RECOMMENDATIONS OF IMPROVING THE ORGANIZATIONAL MOTIVATE SYSTEM**

#### **3.1 Recommendation of improving the incentive system in whole**

The purpose of this study was to find the key components that formed the structure of the organization. By using the Questionnaire, it gave an important qualitative information. This information helped this research to establish a starting point in which the director of the company can establish and modify in a future. As an empirical information given by the director it can be established that the motivation system has a tendency to go more in an economical way.

The questionnaire shows that among all the answers, important information regarding strengths and weaknesses of the motivation system appeared. Putting more emphasis in the positive experiences by using the motivation system highlights the commitment that the employees are putting in order to accomplish the productivity of the organization.

Intrinsic satisfaction is derived by recognition and praise of all the employees to the best creating a synergy of competitiveness and also it is related to the rewards, not in material way but in a psychological way towards the employees.

By saying this, the following recommendations are made to the Director in order to get a more adequate and balanced motivation system.

- Readjust the motivation system evaluating the things that work and changing the things that don't work.
- Evaluate periodically with the employees the motivation system. The feedback of them is always helpful in order to know what drives their motivation to work.
- Evaluate and pay attention to new models of motivation.
- A balance between intrinsic and extrinsic motivation is always convenient.

A model of a motivation system is presented in this chapter. This model englobes all the things necessary for a good motivation system. Let's remember

that every company it is unique, therefor they can change the model transforming it based in their needs, culture and environment.

### Model of Nohria and Groysberg, of Harvard Business School

DRIVE		PRIMARY LEVER	ACTIONS
<div>①</div> <div>②</div> <div>③</div> <div>④</div>	Acquire	<b>Reward System</b>	<ul style="list-style-type: none"> <li>■ Sharply differentiate good performers from average and poor performers</li> <li>■ Tie rewards clearly to performance</li> <li>■ Pay as well as your competitors</li> </ul>
	Bond	<b>Culture</b>	<ul style="list-style-type: none"> <li>■ Foster mutual reliance and friendship among coworkers</li> <li>■ Value collaboration and teamwork</li> <li>■ Encourage sharing of best practices</li> </ul>
	Comprehend	<b>Job Design</b>	<ul style="list-style-type: none"> <li>■ Design jobs that have distinct and important roles in the organization</li> <li>■ Design jobs that are meaningful and foster a sense of contribution to the organization</li> </ul>
	Defend	<b>Performance-Management and Resource-Allocation Processes</b>	<ul style="list-style-type: none"> <li>■ Increase the transparency of all processes</li> <li>■ Emphasize their fairness</li> <li>■ Build trust by being just and transparent in granting rewards, assignments, and other forms of recognition</li> </ul>

Figure 3.1- Harvard Motivation System

Recommendation of improving the incentive system on the base of self-motivation of personnel (individual)

According to the motivate profile instrument the motivational potential can vary from 1 to 343 units. The employer must draw a motivation profile line according to the specific job and values of importance. For example the values in the United States are in an average of 130 points.

What the employer must do it is to set a particular standard of graphic points in order to stablish a performance in each position. According to the study what it measures are the following:

- The variety of work
- Integrity, completeness work
- The significance of the work
- Independence
- Feedback

Thanks to the organizational results, most of the employees are in the average of the point of examples and just few of them under the average. It is recommended to the employer to set a realistic standard measuring all the areas above and then evaluate the employees.

### ***Motivational Attitudes***

The second study the more you answer 'yes' to the above questions, the greater your ability to maintain the proper level of own motivation, doing a variety of chores.

The predominance of negative responses indicate the existence of serious problems in the sphere of self-motivation

As seen in the graphic results, the company got an average of 83% positive answers and 17% of negative answers. Due to the area of employees that work in the organization are dedicated to sales, it can be seen the independence of work and self-motivation that appear in the result.

Meanwhile 14 individuals are above the average and self-motivated, only 2 employees are lacking of motivation. It is recommended to talk with the employees and find out why they are not motivated. It can be the case of a new employee that it is just fitting inside the company or it can be another subject.

### ***Motivational Achievements***

According to literature, in the approach of author achievement motivation is not seen as a bipolar system (with poles - the severity of achievement motive and the severity motive of avoiding failure). The motive of avoiding failure - is not the opposite of achievement motive: they are "equally great" and "equal rights" independent generalized motives.

The results and average of the organization reflected that all are in the range of 76 to 164 points that determine the following: the motivation for avoiding dominant aspiration failure, i.e. achievement motivation – low.

### ***Leading Needs***

These people are distinguished by a high level of development of the following requirements: - the need for achievement: the desire to succeed, to



ensure that surpass other people to solve complex problems; - the need for affiliation: the need to feel that they belong to a group, the desire to establish close personal relationships with other people; - the need for power.

The n-ach person is 'achievement motivated' and therefore seeks achievement, attainment of realistic but challenging goals, and advancement in the job. There is a strong need for feedback as to achievement and progress, and a need for a sense of accomplishment.

The n-pow person is 'authority motivated'. This driver produces a need to be influential, effective and to make an impact. There is a strong need to lead and for their ideas to prevail. There is also motivation and need towards increasing personal status and prestige.

The n-affil person is 'affiliation motivated', and has a need for friendly relationships and is motivated towards interaction with other people. The affiliation driver produces motivation and need to be liked and held in popular regard. These people are team players.

According to the results individually, among all the employees it can be found a positive percentage of achievement and or recognition. This can be due to the factor that sales are the reflection of the motivation and power is the least.

### ***Motivation to Succeed***

The Test Questionnaire Ehlers to study the motivation to succeed calculates your chances of success. The person whose predominant motivation for success, prefer medium or low risk. She tend to avoid high-risk. With a strong motivation to succeed, hopes for success are usually more modest than in the low motivation to succeed, but these people work hard to achieve success, striving for success.

With an average of 25.56 points in all the organization according to the literature it means that it has a high level of motivation to succeed. It has been observed that people with a strong desire to achieve success in life is much more than those who have this motivation is weak or absent. Nevertheless, the situation even a minor failure tolerated painful and can greatly complicate the life of the respondent.

Two employees are under the average and it means that they have a moderately high level of motivation; that is, you stand a strong desire to succeed and at a sufficiently high activity, perseverance and persistence you can become a good specialist in their field. As a general rule, at least to achieve professional success, self-esteem of man increases, he becomes more confident in their quest for success in life.

With such motivation person aspires to achieve something constructive and positive. At the core of his personality activity lies the hope for the success and need to achieve success. Motivated by the success of a person is committed to it, and usually a lot of work to achieve success.

## CONCLUSION

During the work and processing of the information of this research, it could be noticed that the HRM, could generate a process that save parameters globally established, but it is always important to pay attention to the cultural differences that exist between country and country, including between one State and another. The Human Resources Management involves certain areas that help the employer to make adequate changes and modifications based on its own necessities.

It is concluded that the HRM in Russia is not a process that is completely different to what exists internationally, but if it is expected that adjustments in each country should be. In addition the employer and department of human capital must pay meticulous attention to the needs of people who currently represent the workforce, because with that companies could attract more talents and create loyalty and commitment with the staff that is already in the organization.

When we talk about commitment, the motivation comes with it. By analyzing the data it is shown that the employer was making correct steps to apply a unique motivation. Why a unique motivation? Because let's remember that every organization it is conformed by different individuals that require different needs. Most importantly a leader what he / she wants to do, is to create something that can be imitated and reproduced in bigger scales. A good environment as a good workplace, programs and talent staff development will create a better future. Principles, values and ethics will be the tools that guide the organizations of the future. Embracing this three things will embark the organizations to a journey of a life time and will tied a marriage with the environment and society helping each other all the way.

Various theories about motivation have been made during the evolution of the world and workforce. This same theories must evolve and change with the time and workforce. Every generation has different aims about what they want and how they plan to do it. Employers are noticing the change and are preparing to change with them. Empirically the employer of the company that allowed the research in

its organization, understood certain basic necessities and intrinsic needs of her employees.

What we can learn in this research are enormous things. This could be how in different countries it can be found the same problems and ways of detecting them. How the culture influence and work over a human being. How problems and barriers of idioms can be defeated if the correct motivation it is applied.

This investigation it is the start of a complex project to stablish the foundations for the organization. With this foundations the employer will create a better organization towards the future. In this competitive era, the commitment of an employee towards the organization will have the weight of success or failure of the company.

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## Appendix A

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## Materials for testing

**1. Оцените мотивационный потенциал своей работы/ Motivate profile of your job**

Чтобы лучше увидеть, как могут влиять на мотивацию организация работы и ее содержание, проанализируйте собственную работу с точки зрения ее мотивационного потенциала. Для выбранных характеристик выберите оценку, наиболее полно отражающую ваше мнение, и обведите ее кружком.

**Instruction:** Вы можете вычислить мотивационный потенциал своей работы, заполнив приведенную ниже форму и затем подставив выставленные для каждой из пяти характеристик баллы в формулу, приведенную после оценочной формы.

**1. Разнообразие работы.** Насколько разнообразна ваша работа, в какой мере ваша работа связана с выполнением различных функций и задействует разнообразные навыки и способности?

1 - - - - - 2 - - - - - 3 - - - - - 4 - - - - - 5 - - - - -  
6 - - - - - 7

Мало разнообразна.  
разнообразна.

Умеренно разнообразна.

Очень

Работа заключается  
вынуждает

Работа

в выполнении одних  
и тех же рутинных  
операций.

меня выполнять

много разных

дел с использованием

ряда навыков и  
способностей.

**2. Целостность, законченность работы.** Насколько целостной и законченной является ваша работа?

1 - - - - - 2 - - - - - 3 - - - - - 4 - - - - - 5 - - - - - 6  
 - - - - - 7

Моя работа является  
 выполнять

лишь малой частью  
 целиком

общего объема  
 конца.

работ, и результаты  
 моей деятельности

деятельности легко

нельзя различить в  
 просматриваются в

конечном продукте  
 продукте

или услуге.

Моя работа является

довольно весомым

блоком в общем

объеме работ,

и мой вклад можно

увидеть в конечном

продукте.

Я обязан

все задание

— от начала и до

Результаты моей

конечном

или услуге.

### 3. Значимость работы. Насколько важна ваша работа?

1 - - - - - 2 - - - - - 3 - - - - - 4 - - - - - 5 - - - - - 6  
 - - - - - 7

Не очень важна.

Относительно важна.

Очень важна.

Результаты моей  
 работы вряд ли окажут  
 серьезное воздействие  
 людей.

на других людей.

Ее результаты могут  
 весьма серьезно  
 повлиять на других

### 4. Самостоятельность. Насколько самостоятельны вы в выполнении своей работы?

1 - - - - - 2 - - - - - 3 - - - - - 4 - - - - - 5 - - - - - 6  
 - - - - - 7

Мало самостоятелен. самостоятелен.	Достаточно самостоятелен.	Очень
Работа почти не дает мне принимать права принятия решений, когда и как когда и как ее выполнять.	Многие элементы находятся вне моего контроля, но в то же время	Я могу решения, выполнять
я могу принимать некоторые решения самостоятельно.		

**5. Обратная связь.** В какой степени сама работа предоставляет вам информацию об эффективности вашей трудовой деятельности? Дает ли сама работа информацию о том, насколько она вам удастся, – независимо от обратной связи со стороны коллег или руководства?

1 - - - - - 2 - - - - - 3 - - - - - 4 - - - - - 5 - - - - - 6  
 - - - - - 7

В очень малой степени. работы я почти	В достаточной степени.	В ходе
Работа организована так, постоянно имею что я могу работать связь о долго, не зная, как у идут дела меня идут дела.	Иногда выполнение работы дает мне обратную связь, иногда нет.	обратную том, как

## Key

разнообразие работы +

целостность + значимость

Мотивационный потенциал = -----  
-----

3

x самостоятельность x обратная связь

**Comment:** Вы можете вычертить мотивационный профиль своей работы.

Построение мотивационного профиля для конкретной работы (должности) позволяет наглядно увидеть, какие требуются изменения, если стоит задача повышения ее мотивационного потенциала.

## 2. Constructive motivational attitudes

Оцените себя: Мотивированы ли вы? / What is your self-motivation?

N		Yes	No
1	Испытываете ли вы эмоциональный подъем, занимаясь любимым делом?		
2	Можете ли вы сказать, что ваше отношение к работе вполне согласуется с такими понятиями, как «энтузиазм» и «преданность делу»?		
3	Когда дела идут плохо, склонны ли вы брать полную ответственность за это на себя и не обвинять других?		
4	Можете ли вы утверждать, что своей работой и своим отношением к делу показываете хороший пример другим?		
5	Можете ли вы утверждать, что предпринимаете целенаправленные и настойчивые усилия для		

	поддержания высокой мотивации к хорошей работе у ваших подчиненных?		
6	Знаете ли вы разницу между усилиями, направленными на мотивирование других, и попытками манипулировать другими?		
7	Часто ли вы испытываете побуждение к тому, чтобы своими действиями или отношением к делу подать пример другим?		
8	Готовы ли вы к дополнительным усилиям, если достижение намеченного сталкивается с неожиданными трудностями?		
9	Уверены ли вы, что ваша работа соответствует вашим интересам и способностям?		

### Key

Чем больше у вас ответов «Да» на приведенные выше вопросы, тем выше ваша способность поддерживать на должном уровне собственную мотивацию, занимаясь самыми разными делами.

Преобладание отрицательных ответов указывает на наличие серьезных проблем в сфере самомотивации.

### Tests about Motivation of achievements

#### 1<sup>st</sup> variant: Test of Mehrabian by theory of David McClelland

#### Опросник для оценки потребности в достижении успехов

#### Форма А (мужской вариант) / Form A (male)

1. Я больше думаю о получении хорошей оценки, чем опасаясь получить плохую.
2. Если бы я должен был выполнить сложное, незнакомое задание, то предпочёл бы сделать его с кем-нибудь, чем трудиться над ним в одиночку.
3. Я чаще берусь за трудные задачи, даже если не уверен, что смогу их решить, чем за лёгкие, которые наверняка решу.

4. Меня больше привлекает дело, которое не требует напряжения и в успехе которого я уверен, чем трудное дело, в котором возможны неудачи.
5. Если бы у меня что-то не выходило, я скорее приложил бы все усилия, чтобы с ним справиться, чем перешёл бы к тому, что у меня хорошо получается.
6. Я предпочёл бы работу, в которой мои функции чётко определены и средняя зарплата, работе с зарплатой выше средней, в которой я должен сам определять, что и как делать.
7. Я трачу больше времени на чтение специальной литературы, чем художественной.
8. Я предпочёл бы важное трудное дело, в котором вероятность неудачи равна 50% достаточно важному делу, в котором вероятность успеха составляет почти 100%.
9. Я скорее выучу развлекательные игры, известные большинству людей, чем редкие игры, которые требуют повышенного мастерства и известны не многим.
10. Для меня очень важно делать свою работу как можно лучше, даже если из-за этого у меня возникают трения с товарищами.
11. Если я собрался играть в карты, то скорее сыграл бы в простую развлекательную игру, чем в трудную, требующую напряжения и сложных размышлений.
12. Я предпочитаю участвовать в соревнованиях, где я могу оказаться сильнее других, чем в таких, где участники примерно равны по силе.
13. В свободное от работы время я овладеваю какой-нибудь игрой скорее для развития своих умений, чем для отдыха и развлечений.
14. Я скорее предпочту сделать какое-то дело так, как считаю нужным, пусть даже с 50% риска ошибиться, чем делать его так, как мне советуют другие.
15. Если бы мне пришлось выбирать, то я скорее бы выбрал работу, в которой начальная зарплата будет умеренной и постоянной, чем работу, в

которой начальная зарплата будет небольшой, но есть шанс, благодаря своим усилиям, в скором времени сделать её достаточно высокой.

16. Я скорее стал бы играть в команде, чем соревноваться один на один.

17. Я предпочитаю работать, не щадя себя, до тех пор, пока полностью не буду удовлетворён полученным результатом, чем стараться закончить дело побыстрее и как-нибудь.

18. На экзамене я предпочёл бы конкретные вопросы по пройденному материалу, вопросам, требующим для ответа глубокого размышления и выражения собственной оригинальной точки зрения.

19. Я скорее выбрал бы дело, в котором имеется некоторая вероятность неудачи, но вместе с тем есть и возможность добиться большого успеха, чем такое, где вероятность неудачи сведена к минимуму, но успеха не добьёшься.

20. После удачного ответа на экзамене я скорее с облегчением вздохну «пронесло», чем порадуюсь полученной высокой оценке.

21. Если бы я мог вернуться к одному из двух незавершённых дел, то скорее вернулся бы к трудному, чем к лёгкому.

22. При выполнении контрольного задания я больше беспокоюсь о том, как бы не допустить какую-нибудь ошибку, чем о том, как правильно его решить.

23. Если у меня что-то не выходит, я лучше обращусь к кому-либо за помощью, чем сам стану искать выход из сложившегося положения.

24. После неудачи я скорее становлюсь ещё более собранным и энергичным, чем теряю всякое желание продолжать дело.

25. Если есть сомнение в успехе какого-либо начинания, то я скорее не стану рисковать, чем всё-таки приму в нём активное участие.

26. Когда я берусь за трудное дело, я скорее опасаюсь, что не справлюсь с ним, чем надеюсь на то, что оно получится.

27. Я работаю эффективнее под чьим-то руководством, чем тогда, когда несу за свою работу личную ответственность.

28. Мне больше нравится выполнять сложное незнакомое задание, чем знакомое, в успехе которого я уверен.

29. Я работаю продуктивнее над заданием, когда мне конкретно указывают, что и как выполнять, чем тогда, когда передо мной задачу ставят лишь в самых общих чертах.

30. Если бы я успешно решил какую-то задачу, то с большим удовольствием взялся бы ещё раз решать аналогичную задачу, чем перешёл бы к более трудной.

31. Когда нужно соревноваться, то у меня скорее возникнет интерес и азарт, чем беспокойство и тревога.

32. Пожалуй, я больше мечтаю о своих панах на будущее, чем пытаюсь их реально осуществить.

### **Опросник для оценки потребности в достижении успехов**

#### **Форма Б (женский вариант) / Form B (female)**

1. Я больше думаю о получении хорошей оценки, чем опасаясь получить плохую.

2. Я чаще берусь за трудные задачи, даже если не уверена в том, что смогу их решить, чем за лёгкие, которые почти наверняка решу.

3. Меня больше привлекает дело, которое не требует напряжения и в успехе которого я уверена, чем трудное дело, в котором возможны неудачи.

4. Если бы у меня что-то не выходило, я скорее приложила бы все усилия, чтобы с ним справиться, чем перешла бы к тому, что у меня хорошо получается.

5. Я предпочла бы работу, в которой мои функции чётко определены и зарплата выше средней, работе со средней зарплатой, где я сама должна решать, что и как делать.

6. Более сильные переживания у меня вызывает страх неудачи, чем ожидание успеха.



7. Научно-популярную литературу я предпочитаю литературе развлекательного жанра.
8. Я предпочла бы важное дело, где вероятность неудачи равна 50%, достаточно важному, но нетрудному делу.
9. Я скорее выучу развлекательные игры, известные большинству людей, чем редкие игры, которые известны немногим и требуют большого мастерства.
10. Для меня очень важно делать свою работу как можно лучше, даже если из-за этого у меня возникают трения с товарищами.
11. После удачного ответа на экзамене я скорее с облегчением вздохну «пронесло», чем порадуюсь полученной высокой оценке.
12. Если я собралась играть в карты, то скорее сыграла бы в развлекательную игру, чем в серьёзную, требующую размышления.
13. Я предпочитаю соревнования, где я сильнее других, соревнованиям с участниками, приблизительно равными по силе.
14. После неудачи я становлюсь ещё более собранной и энергичной, чем теряю всякое желание продолжить дело.
15. Неудачи отравляют нашу жизнь больше, чем радуют успехи.
16. В новых ситуациях у меня скорее возникает волнение и беспокойство, чем интерес и любопытство.
17. Я скорее попытаюсь приготовить новое интересное блюдо, хотя оно может и не получиться, чем стану готовить привычное кушанье, которое у меня обычно выходит хорошо.
18. Я скорее займусь чем-нибудь приятным и необременительным, чем стану выполнять что-то стоящее, но не очень увлекательное.
19. Я скорее затратчу всё своё время на осуществление одного дела, чем постараюсь выполнить быстро за это же время два-три дела.
20. Если я заболела и вынуждена остаться дома, то использую время скорее для того, чтобы расслабиться и отдохнуть, чем поработать.

21. Если бы я жила с несколькими девушками в одной комнате, и мы решили устроить вечеринку, то предпочла бы сама организовать её, чем сделала бы это кто-то другая.
22. Если у меня что-то не выходит, я лучше обращусь к кому-нибудь за помощью, чем стану сама искать выход из сложившейся ситуации.
23. Когда нужно соревноваться, у меня скорее возникают интерес и азарт, чем беспокойство и тревога.
24. Когда я берусь за трудное дело, то скорее опасюсь, что не справлюсь с ним, чем надеюсь, что оно получится.
25. Я лучше работаю под чьи-либо руководством, чем тогда, когда несу за работу личную ответственность.
26. Мне больше нравится выполнять сложное незнакомое задание, чем знакомое и такое, в успехе которого я уверена.
27. Если бы я успешно решила какую-нибудь задачу, то с большим удовольствием взялась бы ещё раз решать аналогичную, чем перешла бы к задаче другого типа.
28. Я работаю продуктивнее над заданием, когда передо мной ставят задачу лишь в общих чертах, чем тогда, когда мне конкретно указывают, что и как выполнять.
29. Если при выполнении важного дела я допускаю ошибку, то чаще теряюсь и впадаю в отчаяние, чем быстро беру себя в руки и пытаюсь исправить положение.
30. Пожалуй, я больше мечтаю о своих планах на будущее, чем пытаюсь их реально осуществить.

### **Оценка результатов**

Ключ к мужской форме опросника (А): +1, -2, +3, -4, +5, -6, +7, +8, -9, +10, -11, -12, +13, +14, -15, -16, +17, -18, +19, -20, +21, -22, -23, +24, -25, -26, -27, +28, -29, -30, +31, -32.

Ключ к женской форме опросника (Б): +1, +2, -3, +4, -5, -6, +7, +8, -9, +10, -11, -12, -13, +14, -15, -16, +17, -18, +19, -20, +21, -22, +23, -24, -25, +26, -27, +28, -29, -30.

В соответствии с представленными выше ключами оценки, данные испытуемыми по каждому из суждений опросника, переводятся в баллы следующим образом.

Если в ключе данное суждение помечено знаком «+», то оценки (в числителе) переводятся в баллы (в знаменателе) так:

-3	-2	-1	0	+1	+2	+3
1	2	3	4	5	6	7

Если в ключе соответствующее суждение помечено знаком «-», то пользуются следующим соотношением:

-3	-2	-1	0	+1	+2	+3
7	6	5	4	3	2	1

Далее определяется сумма баллов, набранных испытуемым по всему опроснику.

Если эта сумма оказалась в интервале от 165 до 210, то в мотивации преобладает стремление к успеху, т.е. мотивация достижений – высокая.

Если эта сумма оказалась в пределах от 76 до 164, то в мотивации доминирует стремление к избеганию неудачи, т.е. мотивация достижений – низкая.

Если сумма баллов оказалась в пределах от 30 до 75, то никакого определенного вывода о доминировании в мотивации определенных тенденций сделать нельзя.

### 3.2. 2<sup>nd</sup> variant Test about leading needs according the theory of MacClelland

**Instruction:** Люди существенно различаются по степени влияния на их поведение той или иной группы потребностей.

Заполнив тест, приведенный ниже, вы сможете определить, какие потребности определяют ваше поведение в первую очередь и, следовательно, какие мотивы для вас являются ведущими.

N		Yes	No
1	Нравятся ли вам такие ситуации, в которых лично вы должны находить решения возникающих проблем?		
2	Предпочитаете ли вы задачи средней сложности, предлагающие умеренный, взвешенный риск?		
3	Нуждаетесь ли вы в обратной связи о том, как вы исполняете свою работу?		
4	Тратите ли вы время на обдумывание того, как улучшить свою работу, как выполнить какую-то важную задачу, как добиться успеха в тех или иных ситуациях?		
5	Отдаете ли вы предпочтение такой работе или таким ситуациям, которые дают возможность социальных взаимодействий, контактов с другими людьми?		
6	Часто ли вы обращаете внимание на те взаимоотношения, которые складываются у вас с окружающими?		
7	Считаете ли вы, что чувства других людей очень важны?		
8	Пытаетесь ли вы улаживать отношения между людьми, когда возникают какие-то трения?		

9	Пытаетесь ли вы оказывать влияние на других людей и контролировать их?		
10	Стараетесь ли вы в группе занять позицию лидера?		
11	Получаете ли вы удовлетворение, когда убеждаете других людей в чем-то?		
12	Считают ли окружающие вас настойчивым, энергичным и требовательным человеком?		

### Key:

1. Если вы ответили "Да" на вопросы 1-4, то вы имеете высокую потребность в достижении.
2. Если вы ответили "Да" на вопросы 5-8, то у вас сильно выражена потребность в принадлежности к группе, в признании, в установлении хороших отношений с людьми.
3. Если вы ответили "Да" на вопросы 8-12, то вы имеете сильную потребность во власти.

### Tests by Elers

**1<sup>st</sup> variant: Тест на выявление мотивации к успеху или стремления избежать неудачи**

**Instruction:** По каждому пункту выберите тот вариант ответа («Да» или «Нет»), который наиболее точно отражает ваше мнение, и поставьте значок в соответствующей графе.

N		Yes	No
1	Начиная работу, я надеюсь на успех		
2	Я активен в работе		
3	Я стремлюсь к проявлению инициативы		
4	При поручении мне ответственных заданий я стараюсь по возможности найти причины отказа от них		
5	Я замечал за собой, что я выбираю либо слишком легкие		

	задания, либо невыполнимые		
6	При встрече с препятствиями я, как правило, не отступаю и ищу способы их преодоления		
7	Когда после успехов идут неудачи, я склонен менять свой взгляд на прошлые достижения		
8	Эффективность моей работы в основном зависит от моей целеустремленности, а не от контроля со стороны руководства		
9	При выполнении достаточно трудных заданий в условиях дефицита времени я показываю худшие результаты, чем обычно		
10	Я склонен проявлять настойчивость в достижении цели		
11	Я склонен планировать свое будущее на достаточно отдаленную перспективу		
12	Если я рискую, то с расчетом		
13	Я не очень настойчив в достижении цели, особенно если отсутствует контроль со стороны начальства		
14	Я предпочитаю ставить перед собой достаточно трудные, но достижимые задачи		
15	В случае неудачи при выполнении задания мой интерес к нему падает		
16	Если после неудач начинается полоса успехов, я забываю о своих неудачах		

#### 4.2. Test of T.Elers about trends to achieve results or to avoid of failure

N		Yes	No
1	Когда имеется выбор между двумя вариантами, его лучше сделать быстрее, чем отложить на определенное время		
2	Я легко раздражаюсь, когда замечаю, что не могу на все 100		

	% выполнить задание		
3	Когда я работаю, это выглядит так, будто я все ставлю на карту		
4	Когда возникает проблемная ситуация, я чаще всего принимаю решение одним из последних		
5	Когда у меня два дня подряд нет дела, я теряю покой		
6	В некоторые дни мои успехи ниже средних		
7	По отношению к себе я более строг, чем по отношению к другим		
8	Я более доброжелателен, чем другие		
9	Когда я отказываюсь от трудного задания, я потом сурово осуждаю себя, так как знаю, что в нем я добился бы успеха		
10	В процессе работы я нуждаюсь в небольших паузах для отдыха		
11	Усердие - это не основная моя черта		
12	Мои достижения в труде не всегда одинаковы		
13	Меня больше привлекает другая работа, чем та, которой я занят		
14	Порицание стимулирует меня сильнее, чем похвала		
15	Я знаю, что мои коллеги считают меня дельным человеком		
16	Препятствия делают мои решения более твердыми		
17	У меня легко вызвать честолюбие		
18	Когда я работаю без вдохновения, это обычно заметно		
19	При выполнении работы я не рассчитываю на помощь других		
20	Иногда я откладываю то, что должен был сделать сейчас		
21	Нужно полагаться только на самого себя		
22	В жизни мало вещей, более важных, чем деньги		
23	Всегда, когда мне предстоит выполнить важное задание, я ни о чем другом не думаю		

24	Я менее честолюбив, чем многие другие		
25	В конце отпуска я обычно радуюсь, что скоро выйду на работу		
26	Когда я расположен к работе, я делаю ее лучше и квалифицированнее, чем другие		
27	Мне проще и легче общаться с людьми, которые могут упорно работать		
28	Когда у меня нет дел, я чувствую, что мне не по себе		
29	Мне приходится выполнять ответственную работу чаще, чем другим		
30	Когда мне приходится принимать решение, я стараюсь делать это как можно лучше		
3	Мои друзья иногда считают меня ленивым		
32	Мои успехи в какой-то мере зависят от моих коллег		
33	Бессмысленно противодействовать воле руководителя		
34	Иногда не знаешь, какую работу придется выполнять		
35	Когда что-то не ладится, я нетерпелив		
36	Я обычно обращаю мало внимания на свои достижения		
37	Когда я работаю вместе с другими, моя работа дает большие результаты, чем работы других		
38	Многое, за что я берусь, я не довожу до конца		
39	Я завидую людям, которые не загружены работой		
40	Я не завидую тем, кто стремится к власти и положению		
41	Когда я уверен, что стою на правильном пути, для доказательства своей правоты я иду вплоть до крайних мер		

### Key:

По 1 баллу начисляется за ответы «да» на следующие вопросы:

2, 3, 4, 5, 7, 8, 9, 10, 14, 15, 16, 17, 21, 22, 25, 26, 27, 28, 29, 30, 32, 37, 41.



Также начисляется по 1 баллу за ответы «нет» на вопросы:

6, 19, 18, 20, 24, 31, 36, 38,39.

Ответы на вопросы 1,11, 12,19, 28, 33, 34, 35,40 не учитываются.

Посчитайте сумму набранных баллов.

## **Results**

**От 1 до 10 баллов:** Низкая мотивация к успеху; в этой ситуации нет оснований отчаиваться. Постарайтесь увлечься каким-нибудь делом! Чем больше интереса вы к нему проявите, тем больше у вас появится шансов достичь профессионального мастерства и, следовательно, успеха.

Действуйте!

**От 11 до 16 баллов:** Средний уровень мотивации; в таком случае необходимо несколько активизировать себя. Если хотите быть преуспевающим, высококвалифицированным специалистом, работайте над собой! Выработывайте в себе уверенность и целеустремленность!

**От 17 до 20 баллов:** Умеренно высокий уровень мотивации; то есть вы отличаетесь сильным стремлением к успеху и при достаточно большой активности, упорстве и настойчивости вы сможете стать хорошим специалистом своего дела. Как правило, по мере достижения профессиональных успехов, самооценка человека повышается, он становится более уверенным в своем стремлении к жизненному успеху.

При такой мотивации человек стремится к достижению чего-то конструктивного, положительного. В основе активности его личности лежит надежда на успех и потребность в достижении успеха. Мотивированный на успех, человек стремится к нему и, как правило, много работает для достижения успеха.

В деятельности люди, относящиеся к группе с доминированием мотива достижения, активны, инициативны. Для них характерна полная мобилизация и сосредоточенность на реализации поставленной цели. Они склонны планировать свое будущее на далекую перспективу, проявляя тенденцию к адекватному уровню притязаний и адекватной самооценке. Предпочитают выбирать средние по трудности или слегка завышенные, но достижимые цели.

В случае чередования успехов и неудач склонны к утрированию своих неудач. При выполнении заданий проблемного характера, в условиях дефицита времени результативность деятельности, как правило, улучшается. Они склонны к восприятию и переживанию времени как целенаправленного и быстрого, а не бесцельно текущего. В силу общего оптимизма, ориентированные на успех люди, будь то взрослые, дети, школьники, полнее реализуют свои способности и чаще достигают поставленных целей, так как более активно учатся на своих ошибках, отказываются от гипотез, как только убедятся в их несостоятельности, и быстрее находят оптимальные решения.

**Свыше 21 балла:** Слишком высокий уровень мотивации к успеху. Замечено, что люди с сильно выраженным стремлением к достижению успеха добиваются в жизни гораздо большего, чем те, у кого такая мотивация слаба или отсутствует. Тем не менее, ситуации даже незначительного неуспеха переносятся болезненно и могут существенно осложнить жизнь респондента. При такой мотивации человек стремится к достижению чего-то конструктивного, положительного. В основе активности его личности лежит надежда на успех и потребность в достижении успеха.

Мотивированный на успех, человек стремится к нему и, как правило, много работает для достижения успеха.

В деятельности люди, относящиеся к группе с доминированием мотива достижения, активны, инициативны. Для них характерна полная мобилизация и сосредоточенность на реализации поставленной цели.

Они склонны планировать свое будущее на далекую перспективу, проявляя тенденцию к адекватному уровню притязаний и адекватной самооценке.

Предпочитают выбирать средние по трудности или слегка завышенные, но достижимые цели.

В случае чередования успехов и неудач склонны к утрированию своих неудач. При выполнении заданий проблемного характера, в условиях дефицита времени результативность деятельности, как правило, улучшается.

Они склонны к восприятию и переживанию времени как целенаправленного и быстрого, а не бесцельно текущего. В силу общего оптимизма, ориентированные на успех люди, будь то взрослые, дети, школьники, полнее реализуют свои способности и чаще достигают поставленных целей, так как более активно учатся на своих ошибках, отказываются от гипотез, как только убедятся в их несостоятельности, и быстрее находят оптимальные решения.

## **Appendix C**

### **Questionnaire**

1. Does the company have a mission and vision? Could you tell me what does they state?
2. How would you describe the company's culture?
3. What do your staff like most about working for this company?
4. How does the organization support the professional development and career growth of the employees?
5. What would your employees say if were asked 3 things about what they love about in working here?
6. Do you think motivation it is important for your organization? Why?
7. How do you motivate your staff?
8. List out effective ways that you use to motivate employees.
9. Which factors do you think develop or destroy motivation of an employee?
10. Which non-monetary benefits do you think help in building up the motivation level of employees?
11. What do you think employees want from work?
12. Do you think by motivating your staff will the result will improve your organization?
13. Do you have an experience in which have you ever used motivation and if it work what did you see? If not, what can you tell about it?